United Nations A/70/6 (Sect. 27)

General Assembly

Distr.: General
19 March 2015

Original: English

Seventieth session

Proposed programme budget for the biennium 2016-2017*

Part VI
Human rights and humanitarian affairs

Section 27
Humanitarian assistance

(Programme 23 of the biennial programme for the period 2016-2017)**

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* A summary of the approved programme budget will be issued as A/70/6/Add.1.

** A/69/6/Rev.1.

15-04443 (E) 130415

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Overview

Table 27.1 **Financial resources**

(United States dollars)

Appropriation for 2014-2015	35 238 200
Technical adjustments (removal of non-recurrent requirements)	(3 561 000)
Changes in line with General Assembly resolution 69/264 (further reductions)	(238 000)
Changes in line with General Assembly resolution 69/264 (efficiencies)	(155 400)
Total resource change	(3 954 400)
Proposal of the Secretary-General for 2016-2017[a]	31 283 800

[a] At 2014-2015 revised rates.

Table 27.2 **Post resources**

	Posts	*Level*
Regular budget		
Approved for the biennium 2014-2015	72	1 USG, 1 ASG, 3 D-2, 4 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (PL), 15 GS (OL)
Proposed for the biennium 2016-2017	72	1 USG, 1 ASG, 3 D-2, 4 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (PL), 15 GS (OL)

Overall orientation

27.1 The overall purpose of the programme is to ensure the timely, coherent and coordinated and principled response of the international community to disasters and emergencies and to facilitate the transition from emergency relief to rehabilitation and sustainable development. The legislative authority and mandate for the programme are derived from General Assembly resolution 46/182, in which the Assembly set out the guiding principles of humanitarian response and which reinforced earlier decisions and resolutions adopted by the Assembly and by the Economic and Social Council concerning humanitarian assistance and the leadership role of the Secretary-General in responding to natural disasters and other humanitarian emergencies. This mandate has been confirmed and broadened through the normative developments of resolution 46/182 over the past 20 years.

27.2 The Office for the Coordination of Humanitarian Affairs is responsible for the implementation of the programme and the achievement of its objectives. The strategy for implementing the programme revolves around the following: the development and promotion of a common policy on humanitarian issues for the United Nations system and its partners; the mobilization and coordination of assistance in humanitarian emergencies; the mobilization of United Nations capacity to expedite the provision of international humanitarian assistance; the strengthening of climate change adaptation, sustainable development and environmental policies and practices to reduce risks of disasters; advocacy on humanitarian issues; and the availability of timely information on emergencies and natural disasters. The principal responsibility for implementation of disaster risk reduction activities resides with the inter-agency secretariat of the International Strategy for Disaster Reduction. The Office for the Coordination of Humanitarian Affairs works

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

closely with entities in the United Nations system to aid the transition from relief to rehabilitation and development. The Office also advocates for and contributes to stronger preparedness for more timely humanitarian assistance to emergencies through regional cooperation in accordance with its mandate.

27.3 To accomplish its mission, the Office for the Coordination of Humanitarian Affairs is committed to working towards greater gender equality. In line with Economic and Social Council resolution 2013/16, the Office will implement an accountability framework for gender equality to enhance and accelerate gender mainstreaming. The Office also ensures that a gender perspective is fully integrated into humanitarian activities and policies through tools such as the gender toolkit, the Inter-Agency Standing Committee Gender Handbook in Humanitarian Action and the Gender Standby Capacity (GenCap) project roster and advisers.

Overview of resources

27.4 The overall resources proposed for the biennium 2016-2017 for this section amount to $31,283,800 before recosting, reflecting a net decrease of $3,954,400 (or 11.2 per cent) compared with the appropriation for 2014-2015. Resource changes result from three factors, namely: (a) technical adjustments relating to the removal of non-recurrent requirements and the biennial provision of new posts approved for establishment in 2015; (b) resource changes in line with General Assembly resolution 69/264 (further reductions); and (c) resource changes in line with General Assembly resolution 69/264 (efficiencies). The resource changes will not have an impact on full and effective mandate implementation.

27.5 The distribution of resources is reflected in tables 27.3 and 27.5 below.

Table 27.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

	2012-2013 expenditure	*2014-2015 appropriation*	*Resource changes*						*Total before recosting*	*Recosting*	*2016-2017 estimate*
			Technical adjustments (non-recurrent, biennial provision of posts)	*New mandates and inter-component changes*	*Further reductions in line with resolution 69/264*	*Efficiencies in line with resolution 69/264*	*Total*	*Percentage*			
A. Executive direction and management	5 061.6	8 483.4	(3 561.0)	–	(132.5)	–	(3 693.5)	(43.5)	4 789.9	103.9	4 893.8
B. Programme of work											
1. Policy and analysis	1 422.2	1 546.0	–	–	–	–	–	–	1 546.0	32.7	1 578.7
2. Coordination of humanitarian action and emergency response	10 078.3	11 317.5	–	–	(67.6)	–	(67.6)	(0.6)	11 249.9	84.1	11 334.0
3. Natural disaster risk reduction	2 463.4	2 713.4	–	–	–	–	–	–	2 713.4	(10.5)	2 702.9

	2012-2013 expenditure	2014-2015 appropriation	Resource changes: Technical adjustments (non-recurrent, biennial provision of posts)	Resource changes: New mandates and inter-component changes	Resource changes: Further reductions in line with resolution 69/264	Resource changes: Efficiencies in line with resolution 69/264	Resource changes: Total	Resource changes: Percentage	Total before recosting	Recosting	2016-2017 estimate
4. Emergency support services	4 857.3	3 820.6	–	–	(36.7)	–	(36.7)	(1.0)	3 783.9	(52.1)	3 731.8
5. Humanitarian emergency information and advocacy	2 481.9	3 050.9	–	–	–	–	–	–	3 050.9	78.2	3 129.1
Subtotal, B	**21 303.1**	**22 448.4**	**–**	**–**	**(104.3)**	**–**	**(104.3)**	**(0.5)**	**22 344.1**	**132.4**	**22 476.5**
C. Programme support	4 288.5	4 306.4	–	–	(1.2)	(155.4)	(156.6)	(3.6)	4 149.8	82.0	4 231.8
Subtotal, 1	**30 653.2**	**35 238.2**	**(3 561.0)**	**–**	**(238.0)**	**(155.4)**	**(3 954.4)**	**(11.2)**	**31 283.8**	**318.3**	**31 602.1**

(2) *Extrabudgetary*

	2012-2013 expenditure	2014-2015 estimate	2016-2017 estimate
A. Executive direction and management	16 985.0	26 916.3	19 816.5
B. Programme of work	432 369.6	666 057.8	674 995.1
C. Programme support	46 603.3	54 499.6	56 359.4
Subtotal, 2	**495 957.9**	**747 473.7**	**751 171.0**[a]
Total	**526 611.1**	**782 711.9**	**782 773.1**

[a] This amount does not include grants earmarked for non-Office for the Coordination of Humanitarian Affairs activities provided through the Trust Fund for Disaster Relief (estimated at $435,300,000 for 2016-2017) and by the Central Emergency Response Fund (estimated at $900,000,000 for 2016-2017).

Table 27.4 **Post resources**

Category	*Established regular budget*		*Temporary*						*Total*	
			Regular budget		*Other assessed*		*Extrabudgetary*[a]			
	2014-2015	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*
Professional and higher										
USG	1	1	–	–	–	–	–	–	1	1
ASG	1	1	–	–	–	–	1	1	2	2
D-2	3	3	–	–	–	–	1	1	4	4
D-1	4	4	–	–	–	–	25	25	29	29
P-5	11	11	–	–	–	–	115	114	126	125
P-4/3	30	30	–	–	–	–	735	742	765	772
P-2/1	5	5	–	–	–	–	42	43	47	48
Subtotal	**55**	**55**	**–**	**–**	**–**	**–**	**919**	**926**	**974**	**981**
General Service										
Principal level	2	2	–	–	–	–	2	5	4	7
Other level	15	15	–	–	–	–	238	237	253	252
Subtotal	**17**	**17**	**–**	**–**	**–**	**–**	**240**	**242**	**257**	**259**
Other										
National Professional Officer	–	–	–	–	–	–	495	486	495	486
Local level	–	–	–	–	–	–	777	777	777	777
Subtotal	**–**	**–**	**–**	**–**	**–**	**–**	**1 272**	**1 263**[a]	**1 272**	**1 263**
Total	**72**	**72**	**–**	**–**	**–**	**–**	**2 431**	**2 431**	**2 503**	**2 503**

[a] The 1,263 "other" category posts are to be funded from general temporary assistance and are included here in compliance with the recommendation of the Advisory Committee on Administrative and Budgetary Questions (A/58/7).

Table 27.5 **Distribution of resources by component**

(Percentage)

	Regular budget	*Extrabudgetary*
A. Executive direction and management	15.3	2.6
B. Programme of work		
1. Policy and analysis	4.9	1.6
2. Coordination of humanitarian action and emergency response	36.0	66.1
3. Natural disaster risk reduction	8.7	11.1
4. Emergency support services	12.1	3.5
5. Humanitarian emergency information and advocacy	9.7	7.6
Subtotal, B	**71.4**	**88.9**
C. Programme support	13.3	7.5
Total	**100.0**	**100.0**

Technical adjustments

27.6 Resource changes reflect the removal of non-recurrent requirements totalling $3,561,000 appropriated for the monitoring mechanism for the delivery of humanitarian assistance to the Syrian Arab Republic.

Resource changes in line with General Assembly resolution 69/264 (further reductions)

27.7 Resource changes of $238,000 are proposed in line with General Assembly resolution 69/264 under non-post items. They relate mainly to travel of staff, grants and consultants and take into account the anticipated impact of the new standards of accommodation for air travel and further efficiencies that the Office plans to bring about in 2016-2017.

Changes in line with General Assembly resolution 69/264 (efficiencies)

27.8 Resource changes of $155,400 are proposed in line with General Assembly resolution 69/264 under non-post items. They relate mainly to reductions under general temporary assistance and equipment.

Extrabudgetary resources

27.9 During the biennium 2016-2017, projected extrabudgetary resources amounting to $751,171,000, representing 96.0 per cent of the overall resource requirements of the Office for the Coordination of Humanitarian Affairs, would complement resources from the regular budget to finance various activities of the Office. The extrabudgetary resource requirements reflect the scale and depth of humanitarian needs that are expected in complex emergencies, including with regard to protection, deep-rooted poverty and food insecurity. The estimated resource requirements also take into account the humanitarian consequences of climate change, sudden-onset climate change-related disasters and crises that develop because of climate change, such as prolonged droughts. The estimated level of resources for 2016-2017 also takes into account the level of anticipated voluntary contributions.

Other information

27.10 The Office for the Coordination of Humanitarian Affairs has strengthened internal controls, within delegation of authority, to ensure continued proper stewardship of and accountability for resources across the organization. As a core element of personal accountability, the Office has focused on ensuring timely, Office-wide compliance with performance evaluation requirements through improved data mining and analysis. The Office has also undertaken to promote integrity and standards of conduct, including through initiatives such as the leadership dialogues launched by the Ethics Office. The scheduled implementation of Umoja in 2015 signifies a transformative change that will further bolster governance and oversight, contributing to greater accountability and transparency. The Office has taken steps to promote and strengthen accountability in its management of country-based pooled funds. The Office has introduced a new accountability framework that provides a set of risk management tools and requires pooled fund advisory boards to develop risk management strategies.

27.11 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation for this section amount to $5,190,400, including: (a) $1,409,600 from extrabudgetary resources and $418,600 from the regular budget for a total of 126 work-months (24 work-months at the Professional level financed from regular budget resources; and 96 work-months at the Professional level and 6 work-months at the General Service level financed from

extrabudgetary resources); and (b) $3,362,200 from extrabudgetary resources for consultants, travel and other things.

27.12 In 2014-2015, the Evaluation Unit of the Office conducted four thematic evaluations. Under subprogramme 2, the Office evaluated one of its pooled funding mechanisms, the emergency response funds, which resulted in the implementation of stricter controls and risk-based management for implementing partners and the development of new policies regarding the management and governance of all country-based pooled funds. Two evaluations were carried out under subprogramme 4, one examined the role of the Office in humanitarian civil-military coordination and the other its role in preparedness. Both evaluations yielded findings on strengthening the capacities of national emergency actors with a view to meeting the diverse needs of a greater number of audiences and developing comprehensive policies and up-to-date delivery methods. An evaluation of the independent humanitarian news service, the Integrated Regional Information Networks, under subprogramme 2 led to it becoming an independent non-profit media venture.

27.13 In 2016-2017, evaluation resources will be used for external evaluations, which are conducted by independent consultants. Inter-agency humanitarian evaluations assess collective results achieved in responding to humanitarian emergencies and the extent to which coordination facilitated the response. They are mandatory for all declared level 3 emergencies. During the biennium 2016-2017, an inter-agency humanitarian evaluation will be conducted for each level 3 humanitarian emergency. In addition, evaluation resources will be used to conduct eight evaluations of the Office for the Coordination of Humanitarian Affairs: four evaluations of field response emergencies and four evaluations of key thematic issues on topics to be determined by the senior management team. The objective of the internal evaluations is to provide the Emergency Relief Coordinator with information on the achievement of results in key areas of work, capture lessons learned that can be replicated in the future, identify relevant policy issues that need to be addressed and make recommendations aimed at improving operational aspects of the Office for the Coordination of Humanitarian Affairs.

27.14 The Office will continue, through the Inter-Agency Standing Committee and its subsidiary bodies, to coordinate the development of policies and operational guidance for the humanitarian response system. The Office will further provide and manage global platforms such as the United Nations Disaster Assessment and Coordination Team and the International Search and Rescue Advisory Group to pool resources and facilitate a joint response to natural disasters and man-made crises. The Office coordinates with and seeks input from the Department of Peacekeeping Operations, the Department of Political Affairs, the Office of the United Nations High Commissioner for Human Rights and other relevant agencies ahead of the briefings of the informal Security Council Expert Group on the Protection of Civilians, especially when the extension of the mandates of political and peacekeeping missions is under consideration. On the topics of resilience and the selection and capacity-building of humanitarian leaders, the Office collaborates closely with the United Nations Development Programme (UNDP) and the United Nations Development Operations Coordination Office. At the country level, the Office guides United Nations agencies such as the World Food Programme, UNDP, the United Nations Children's Fund, the Food and Agriculture Organization of the United Nations, the World Health Organization and the United Nations Population Fund through the humanitarian programme cycle to ensure coherent and consistent system-wide response strategies and minimize the duplication of response efforts.

27.15 The issuance of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 27.6 and as described in the output information for each subprogramme.

Table 27.6 **Summary of publications**

	2012-2013 actual			*2014-2015 estimate*			*2016-2017 estimate*		
	Print	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent	49	–	–	6	5	38	–	6	38
Non-recurrent	–	–	–	–	–	–	–	–	–
Total	**49**	**–**	**–**	**6**	**5**	**38**	**–**	**6**	**38**

A. Executive direction and management

Resource requirements (before recosting): $4,789,900

27.16 The role and functions of the Emergency Relief Coordinator were defined by the General Assembly in its resolution 46/182 and streamlined by the Assembly in its resolutions 52/12 A and B and in the report of the Secretary-General on reform (A/51/950), which called for the strengthening of three core functions: policy development and coordination on humanitarian issues; advocacy of humanitarian issues with political organs; and coordination of humanitarian emergency response.

27.17 The Emergency Relief Coordinator and Under-Secretary-General for Humanitarian Affairs provide overall direction, management and policy guidance to the offices in New York, Geneva and the field. He or she provides leadership in the coordination of the overall response of the international community, particularly that of the United Nations system, to disasters and humanitarian emergencies; undertakes humanitarian diplomacy with Governments of affected countries, including the facilitation of access to emergency areas for rapid delivery of humanitarian assistance; consults with the donor community and other interested States on issues related to the provision of emergency humanitarian assistance; chairs the Inter-Agency Standing Committee and oversees the implementation of its decisions; manages the Central Emergency Response Fund and its loan component; mobilizes resources and support for emergency humanitarian programmes of the United Nations system; steers the development of policies for humanitarian assistance in coordination with relevant partners; serves as the advocate for humanitarian issues on behalf of the United Nations system; and promotes better understanding by the public of humanitarian assistance issues. The Coordinator acts as the main adviser of the Secretary-General on humanitarian issues and cooperates closely with the Department of Political Affairs and the Department of Peacekeeping Operations in the planning and coordination of United Nations humanitarian assistance activities in crisis situations. The Coordinator also chairs the Executive Committee on Humanitarian Affairs. The Under-Secretary-General for Humanitarian Affairs is assisted by an Assistant Secretary-General, who also acts as the Deputy Emergency Relief Coordinator.

27.18 The offices in New York and Geneva support the Coordinator. The New York office includes the Office of the Under-Secretary-General, which assists in the management of the Office for the Coordination of Humanitarian Affairs as a whole, ensuring complementarity of activities and close cooperation between the two offices.

27.19 The Deputy Emergency Relief Coordinator, based in New York, assists the Coordinator in providing overall direction, management and supervision of the offices in New York and Geneva, as well as in supporting the Office's coordination in the field, and provides advice to the Coordinator on all matters relating to the mandate of the Office. The Deputy interacts with

Member States, intergovernmental and non-governmental organizations and operational humanitarian agencies, as well as those departments of the Secretariat whose responsibilities encompass peacekeeping, political and economic activities. The Deputy also oversees the strategic planning and evaluation functions of the Office, serves as the Chair of the Inter-Agency Standing Committee Working Group, acts for the Coordinator in his or her absence and represents him or her, as required, in United Nations bodies, organizations and conferences.

27.20 The Director of Coordination and Response is responsible for management and oversight of the humanitarian coordination leadership in the field, as well as for the management of the field operations. He or she leads the Inter-Agency Standing Committee Emergency Directors Group on operational issues and ensures the formulation of a coherent and timely United Nations response to major and complex emergencies.

27.21 The Director of Corporate Programmes is responsible for the policy, communications, humanitarian financing and administrative support functions. He or she will work closely with Member States, non-governmental bodies and other humanitarian stakeholders in the organization of the first World Humanitarian Summit that will take place in 2016. He or she will also work with all relevant partners to implement the Summit's outcomes and recommendations.

27.22 The Director of the Geneva office is primarily responsible for managing relations with Member States, donors and partners and for the emergency services managed by the Office on behalf of the United Nations system.

27.23 The secretariat of the Inter-Agency Standing Committee supports the Emergency Relief Coordinator/Under-Secretary-General for Humanitarian Affairs in his or her capacity as Chair of the Committee and the Deputy in his or her function as Chair of the Committee's Working Group. The secretariat facilitates the work of the Committee in relation to policy development and advocacy in the humanitarian sector. It services the meetings of the Committee and its Working Group; supports the subsidiary bodies; maintains administrative and consultative communication channels among the members; and monitors implementation of the decisions of the Inter-Agency Standing Committee. The secretariat in New York also serves as secretariat to the Executive Committee on Humanitarian Affairs.

Table 27.7 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work of the Office for the Coordination of Humanitarian Affairs and of staff and financial resources

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Programme of work is effectively managed and supported within the available human and financial resources	(i) Ratio of outputs and services delivered within the established timeline	Target	98	98	98
		Estimate		98	98
		Actual			98
	(ii) Average number of days between the circulation of a vacancy announcement and the selection of a candidate	Target	120	120	–
		Estimate		120	120
		Actual			190
(b) Improved accountability of the Office	Percentage of audit and evaluations recommendations implemented by the due date	Target	90	–	–
		Estimate		80	–
		Actual			62
(c) Progress is made towards gender equality	(i) Percentage of ratings of the Office for the Coordination of Humanitarian Affairs in the system-wide action plan for gender equality and the empowerment of women that meet or exceed the requirements	Target	70	–	–
		Estimate		60	–
		Actual			42
	(ii) Percentage of women in positions at the P-5 level and above	Target	50	–	–
		Estimate		45	–
		Actual			43

External factors

27.24 The objectives and expected accomplishments would be achieved on the assumption that intergovernmental bodies, Governments and non-governmental organizations concerned with humanitarian action continue to support the work of the Office for the Coordination of Humanitarian Affairs.

Outputs

27.25 During the biennium 2016-2017, the following outputs will be delivered:

Substantive activities (regular budget/extrabudgetary):

(i) Substantive servicing of inter-agency meetings: Inter-Agency Standing Committee meetings (4); meetings of the Working Group of the Inter-Agency Standing Committee (8); meeting of the reference and technical sub-working groups (40); meetings of the Executive Committee on Humanitarian Affairs (6);

(ii) Recurrent publications: annual reports (2);

(iii) Special events: meetings of the executive management (8).

27.26 The distribution of resources for executive direction and management is reflected in table 27.8.

Table 27.8 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	4 163.9	4 163.9	11	11
Non-post	4 319.5	626.0	–	–
Subtotal	**8 483.4**	**4 789.9**	**11**	**11**
Extrabudgetary	26 916.3	19 816.5	65	40
Total	**35 399.7**	**24 606.4**	**76**	**51**

27.27 The amount of $4,789,900, reflecting a decrease of $3,693,500 would provide for the continuation of 11 posts (1 Under-Secretary-General, 1 Assistant Secretary-General, 2 D-2, 2 P-5, 1 P-3 and 4 General Service (Other level)), as well as non-post resources for travel to respond to natural disasters and complex emergencies. The decrease of $3,693,500 under non-post resources is due to: (a) the discontinuation of the appropriation for the monitoring mechanism for the Syrian Arab Republic ($3,561,000); and (b) a reduction in travel resources in line with General Assembly resolution 69/264 (further reductions) ($132,500).

27.28 Projected extrabudgetary resources in the amount of $19,816,600 would provide for 40 posts (4 P-5, 14 P-4, 9 P-3 and 13 General Service (Other level)) within the Office of the Under-Secretary-General/Emergency Relief Coordinator, the Strategic Planning Unit, the Corporate Programme Division in New York and the Office of the Director in Geneva as well as for non-post resources for various operating requirements to enable the offices to carry out their activities. These resources will provide support for the Emergency Relief Coordinator in fulfilling his/her role in providing leadership in the coordination of the response of the international community to natural disasters and complex emergencies and in undertaking humanitarian diplomacy with Governments of affected countries. The resources will be used for the servicing of inter-agency meetings, meetings of the Inter-Agency Standing Committee and its working groups and meetings of the Executive Committee on Humanitarian Affairs. The decrease in post and non-post resources is due to the transfer of the Funding Coordination Section from executive direction and management to subprogramme 2.

B. Programme of work

27.29 The distribution of resources for the programme of work is reflected in table 27.9.

Table 27.9 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
1. Policy and analysis	1 546.0	1 546.0	4	4
2. Coordination of humanitarian action and emergency response	11 317.5	11 249.9	29	29
3. Natural disaster risk reduction	2 713.4	2 713.4	1	1
4. Emergency support services	3 820.6	3 783.9	10	10
5. Humanitarian emergency information and advocacy	3 050.9	3 050.9	10	10
Subtotal	**22 448.4**	**22 344.1**	**54**	**54**
Extrabudgetary	666 057.8	674 995.1	2 269	2 294
Total	**688 506.2**	**697 339.2**	**2 323**	**2 348**

Subprogramme 1
Policy and analysis

Resource requirements (before recosting): $1,546,000

27.30 Substantive responsibility for this subprogramme is vested in the Policy Development and Studies Branch in New York. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 23 of the biennial programme plan for the period 2016-2017.

Table 27.10 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve the strategic and operational coherence of humanitarian response

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Decisions of Inter-Agency Standing Committee members and other partners are informed by humanitarian policy analysis and dialogue	(i) Increased number of humanitarian policy priorities in the report of the Secretary-General on strengthening coordination that are discussed by Member States in the annual Economic and Social Council and General Assembly humanitarian resolution negotiations	Target	7	–	–
		Estimate		6	–
		Actual			6
	(ii) Increased number of recommendations arising from humanitarian policy and programmatic studies and reports implemented	Target	9	–	–
		Estimate		8	–
		Actual			5

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2016-2017	2014-2015	2012-2013
(b) Improved operational planning, monitoring and accountability of the Office for the Coordination of Humanitarian Affairs during disasters and emergency situations, including the transitional phase from relief to sustainable development	Percentage of inter-agency evaluation recommendations implemented by humanitarian agencies	Target	85	100	80
		Estimate		90	90
		Actual			80
(c) Improved capacity of United Nations coordinators for the protection of civilians	Number of resident coordinators and humanitarian coordinators trained the application of guidelines for the protection of civilians	Target	120	120	140
		Estimate		120	120
		Actual			120

External factors

27.31 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that consensus can be achieved among humanitarian, development and political actors while they adhere to their respective mandates.

Outputs

27.32 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly:

a. Substantive servicing of meetings: informal briefings to the Third Committee (2); thematic briefings to Member States on issues relating to General Assembly and Economic and Social Council resolutions and reports (4);

b. Parliamentary documentation: annual reports on the strengthening of the coordination of humanitarian assistance of the United Nations (2);

(ii) Security Council:

a. Substantive servicing of meetings: briefings to the Expert Group on the Protection of Civilians (8);

b. Parliamentary documentation: input to reports of the Secretary-General to the Security Council (2);

(iii) Economic and Social Council:

a. Substantive servicing of meetings: meetings of the Economic and Social Council (2);

b. Parliamentary documentation: annual reports on the strengthening of the coordination of humanitarian assistance of the United Nations (2);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Technical material: strategy papers, policy tools and guidance notes for humanitarian agencies on the interface among the political, assistance and human rights dimensions of the United Nations response to crises; studies, guidance and policy analysis on developments in the humanitarian sector (2);

(ii) Booklets, fact sheets, wallcharts, information kits: assessment report on access in humanitarian crisis (1);

(iii) Exhibits, guided tours, lectures: organization of events with academic institutions and non-governmental organizations to promote humanitarian assistance and concerns (6).

27.33 The distribution of resources for subprogramme 1 is reflected in table 27.11.

Table 27.11 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	1 546.0	1 546.0	4	4
Non-post	–	–	–	–
Subtotal	**1 546.0**	**1 546.0**	**4**	**4**
Extrabudgetary	11 727.0	11 867.0	30	27
Total	**13 273.0**	**13 413.0**	**34**	**31**

27.34 The amount of $1,546,000 would provide for the continuation of four posts (1 D-1, 1 P-5, 1 P-4 and 1 P-3).

27.35 Projected extrabudgetary resources in the amount of $11,867,000 would provide for 27 posts (4 P-5, 10 P-4, 7 P-3, 2 P-2 and 4 General Service (Other level)) and for non-post resources for various operational requirements. These resources will support the strengthening and further development of a humanitarian policy agenda by developing strategy papers, policy tools and guidance notes for humanitarian agencies on the interface among the political, assistance and human rights dimensions of the United Nations response to crises; advance the protection of civilians agenda in the Security Council and improve the delivery of the Office's mandate to establish and sustain humanitarian access. The resources will also allow for the production of access assessments in times of humanitarian crisis and the organization of events with academic institutions and non-governmental organizations to promote humanitarian assistance and concerns.

Subprogramme 2
Coordination of humanitarian action and emergency response

Resource requirements (before recosting): $11,249,900

27.36 Substantive responsibility for this subprogramme is vested in the Coordination and Response Division, the secretariat of the Central Emergency Response Fund and the Funding Coordination Section in New York, and the Programme Support Branch and the Partnership and Resource Mobilization Branch in Geneva. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 23 of the biennial programme plan for the period 2016-2017.

Table 27.12 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure a coherent, effective and timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Timely and principled decision-making underpinned by empowered, competent and experienced inter-agency professionals	(i) Increased percentage of humanitarian coordinators filled by members of the inter-agency humanitarian coordinator pool	Target	80	–	–
		Estimate		75	–
		Actual			33
	(ii) Increased percentage of humanitarian country teams that present priority needs and objectives through an agreed upon strategic response plan	Target	90	–	–
		Estimate		80	–
		Actual			50
(b) Increased donor funding for humanitarian action	(i) Increased number of Member States contributing to inter-agency response and pooled funding mechanisms	Target	80	–	–
		Estimate		79	–
		Actual			78
	(ii) Increased percentage of strategic response plan's funding requirements in protracted emergencies that are at least 70 per cent funded by year end	Target	30	–	–
		Estimate		25	–
		Actual			18
(c) Timely and coordinated use of the Central Emergency Response Fund (CERF) in countries with new and protracted emergencies	Percentage of project proposals under the rapid response window approved by the Emergency Relief Coordinator no more than three working days after their final submission	Target	95	95	–
		Estimate		77	90
		Actual			90
(d) Improved response to humanitarian emergencies by all United Nations operational agencies	Percentage of new or escalating emergencies in which coordination staff is deployed within seven days	Target	90	–	–
		Estimate		90	–
		Actual			85

External factors

27.37 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) donors are willing to respond to humanitarian emergencies and disasters; (b) humanitarian workers have unhindered access to the disaster area; and (c) cooperation of authorities and humanitarian partners is available.

Outputs

27.38 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget): Security Council: parliamentary documentation: humanitarian input to reports of the Secretary-General to the Council (24); reports on specific complex emergency situations and issues in response to mandates (10);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: consolidated inter-agency appeals to the donor community on specific countries and regions affected by humanitarian emergencies (38);

(ii) Special events: donor meetings and informal briefings and consultations with Member States on specific emergency situations and the financing of humanitarian requirements (4); high-level meetings and General Assembly side events on the provision of international assistance to countries affected by humanitarian emergencies (4); meetings and special events on specific complex emergency situations (24); meetings with Member States, regional organizations and the private sector on common humanitarian action (4);

(iii) Periodic and special reports on the funding status of consolidated appeals (2);

(iv) Humanitarian missions: humanitarian assessment and strategy-building missions to review humanitarian needs and design appropriate response strategies; inter-agency assessment and strategy-building missions to review field coordination arrangements;

(v) Substantive servicing of inter-agency meetings: substantive servicing of an inter-agency group on tools and best practices related to the humanitarian programme cycle (4); regular meetings with humanitarian non-governmental organizations on operations, policies and coordination arrangements;

(c) Technical cooperation (extrabudgetary): training in the humanitarian programme cycle for humanitarian partners (4); regional training courses for resident coordinators/humanitarian coordinators in humanitarian law and other emerging issues (2);

(d) Administration and oversight (extrabudgetary): processing of grants from the Central Emergency Response Fund for new and protracted emergencies; maintenance and regular updating of the roster of potential resident/humanitarian coordinators.

27.39 The distribution of resources for subprogramme 2 is reflected in table 27.13.

Table 27.13 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	9 772.4	9 772.4	29	29
Non-post	1 545.1	1 477.5	–	–
Subtotal	**11 317.5**	**11 249.9**	**29**	**29**
Extrabudgetary	489 590.4	496 160.3	1 958	1 978
Total	**500 907.9**	**507 410.2**	**1 987**	**2 007**

27.40 The amount of $11,249,900, reflecting a decrease of $67,600, would provide for the continuation of 29 posts (1 D-2, 5 P-5, 10 P-4, 7 P-3, 2 P-2 and 4 General Service (Other level)) and non-post resources for consultant fees, travel and emergency grants to cover the most pressing needs of affected populations that cannot be met from national resources, pending the response of the international donor community. The decrease in non-post resources is in line with General Assembly resolution 69/264 (further reductions).

27.41 Projected extrabudgetary resources in the amount of $496,160,300 would provide for 1,978 posts (18 D-1, 72 P-5, 219 P-4, 302 P-3, 28 P-2, 86 General Service (Other level), 482 National Professional Officer and 771 Local level) and non-post resources for various operational requirements. These resources will continue to support the activities of the Emergency Relief Coordinator in coordinating the international community's response to complex emergencies and natural disasters. This will include creating more predictable funding to enable a prompt response to new or rapidly deteriorating crises, including through the further strengthening of the Central Emergency Response Fund and other pooled funding mechanisms; strengthening the humanitarian coordination on the ground, including by strengthening the Humanitarian Coordinator function and the cluster approach; and enhancing preparedness activities, including by looking at the humanitarian implications of climate change. Extrabudgetary resources will also be used for participation in donor meetings, providing informal briefings and consulting Member States on specific emergency situations and the financing of humanitarian requirements, processing grants for new and protracted emergencies by the Central Emergency Response Fund, managing the roster of potential resident/humanitarian coordinators, conducting humanitarian assessment and strategy-building missions to review humanitarian needs and design appropriate response strategies, supporting inter-agency assessment and strategy-building missions to review field coordination arrangements, providing training on the humanitarian programme cycle for humanitarian partners and preparing technical materials on the consolidated appeals process. The increase in post and non-post resources is due to the transfer of the Funding Coordination Section from executive direction and management to subprogramme 2.

Subprogramme 3
Natural disaster risk reduction

Resource requirements (before recosting): $2,713,400

27.42 Substantive responsibility for this subprogramme is vested in the International Strategy for Disaster Reduction and its secretariat. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 23 of the biennial programme plan for the period 2016-2017.

Table 27.14 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To prevent and reduce the risk of and vulnerability to natural hazard and the impact of disaster

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Increased national capacity and commitment to reduce disaster risk and implement the post-2015 framework for disaster risk reduction	(i) Increased number of countries adopting development frameworks, policies and national programmes to implement disaster risk reduction strategies, including those that confront the root causes of social vulnerability	Target	65	60	–
		Estimate		55	55
		Actual			50
	(ii) Increased number of countries reporting on progress in the implementation of the post-2015 framework for disaster risk reduction	Target	100	–	–
		Estimate		–	–
		Actual			–

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(b) Increased national capacities for post-disaster reconstruction planning at all levels	(i) Increased number of countries using disaster loss accounting systems	Target	95	–	–
		Estimate		80	–
		Actual			43
	(ii) Increased number of countries incorporating disaster risk reduction activities into post-disaster recovery planning and operations	Target	35	40	26
		Estimate		30	30
		Actual			20
(c) Increased level of investments for disaster risk reduction programmes and projects	Increased number of disaster risk reduction programmes and projects financed by Governments and the international community	Target	35	35	–
		Estimate		30	30
		Actual			25

External factors

27.43 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) effective cooperation and coordination can be achieved among the partners in the disaster reduction community (Governments, United Nations agencies, regional institutions, intergovernmental bodies and non-governmental organizations); (b) national and regional strategies for disaster reduction are adopted and implemented; and (c) donors adapt their policies to provide for sufficient funding for disaster risk reduction.

Outputs

27.44 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget/extrabudgetary):

(i) General Assembly:

a. Substantive servicing of meetings: plenary meetings (2); meetings of the Second Committee (1);

b. Parliamentary documentation: reports on international cooperation on El Niño and on the advancement of the International Strategy for Disaster Reduction (2);

(ii) Economic and Social Council:

a. Substantive servicing of meetings (2);

b. Parliamentary documentation: contribution to reports on disaster situations and coordination of humanitarian assistance;

(b) Other substantive activities (extrabudgetary):

(i) Recurrent publications: global risk update and progress in reducing risk of disasters and on the implementation of the post-2015 framework for disaster risk reduction (1); annual progress report for the International Strategy for Disaster Reduction (2); International Strategy for Disaster Reduction global biennial work programme for effective disaster risk reduction at all levels, based on the post-2015 framework for disaster risk reduction (1);

(ii) Booklets, fact sheets, wallcharts, information kits: documentation of good practices and lessons learned on disaster risk reduction; publication of information kits for media and training material for media/press professionals (2);

(iii) Special events: annual commemoration of the International Day for Natural Disaster Reduction supported by the Making Cities Resilient campaign (2); Global Platform for Disaster Risk Reduction; grant of special awards in recognition of outstanding contributions to disaster reduction (United Nations-Sasakawa Award for Disaster Prevention); thematic workshops on disasters and development; measuring progress in disaster risk reduction, climate change and disaster reduction; early warning; urban risk management; inter-agency coordination on risk reduction; regional platforms on disaster risk reduction (4);

(iv) Technical material: fact sheets on the International Strategy for Disaster Reduction system and thematic issues such as early warning and recovery; guidelines for national contingency planning and disaster preparedness; guidelines for implementation, monitoring and reporting on the post-2015 framework for disaster risk reduction; inter-agency training and guidelines for disaster risk assessment and planning for their use in the common country assessment and United Nations Development Assistance Framework process; PreventionWeb, a disaster risk reduction comprehensive information management system; information on disaster reduction expertise and initiatives; electronic networking tools; progress reports from expert and working group meetings on risk assessment and risk reduction, gender, environment and climate change adaptation; training material for capacity-building for disaster risk reduction for public officials and local governments in particular;

(v) Audiovisual resources: educational material, booklets, information kits tailored to stakeholders;

(vi) Substantive servicing of inter-agency meetings: facilitation and coordination by the United Nations Development Programme of pledging conferences on behalf of national Governments for post-disaster rehabilitation and reconstruction after major disasters;

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: application of national contingency planning and disaster preparedness; coordination of United Nations system post-disaster recovery planning; regional cooperation and inter-agency collaboration for regional and subregional capacity-building strategies and action plans; technical support for the formulation of regional, subregional and national strategies and action plans for disaster reduction; urban risk reduction and development of multi-hazard tools and methodology;

(ii) Training courses, seminars and workshops: regional consultations and national workshops for the United Nations disaster management teams under the Capacity for Disaster Reduction Initiative; training for recovery planning, including the international recovery platform;

(iii) Field projects: assessment of national disaster reduction capacity-building needs; evaluation of regional programmes; programme support for recovery after major disasters; provision of preparatory assistance to develop national programmes in priority high-risk countries.

27.45 The distribution of resources for subprogramme 3 is reflected in table 27.15.

Table 27.15 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	528.0	528.0	1	1
Non-post	2 185.4	2 185.4	–	–
Subtotal	**2 713.4**	**2 713.4**	**1**	**1**
Extrabudgetary	82 175.9	83 369.9	140	154
Total	**84 889.3**	**86 083.3**	**141**	**155**

27.46 The amount of $528,000 under posts would provide for the continuation of one D-1 post of Chief of Branch, Regional Programmes and Policy Development, to coordinate the provision of support to the regional offices; support the development and implementation of disaster risk reduction projects at the regional level; and lead the development of policies for national platforms and national coordination mechanisms for disaster risk reduction through the regional offices.

27.47 The amount of $2,185,400 under non-post resources provides for: (a) the continuation of the grant to UNDP in support of the management and administration of operational activities relating to capacity-building for disaster mitigation, prevention and preparedness, which functions have been transferred to UNDP, pursuant to General Assembly resolution 52/12 B; and (b) non-post common services costs related to the D-1 post referred to above.

27.48 In paragraph 16 of resolution 52/12 B, the General Assembly mandated UNDP to support countries in addressing the root causes of disaster risks through its development programmes. In line with this mandate, UNDP uses the grant to fund staff positions in its Bureau for Crisis Prevention and Recovery, which recruits and manages regional and national disaster risk reduction advisers. These advisers assist the country offices in designing and implementing programmes and in providing policy advice in support of disaster risk reduction in high-risk countries.

27.49 Projected extrabudgetary resources in the amount of $83,369,900 would provide for 154 posts (1 Assistant Secretary-General, 1 D-2, 5 D-1, 16 P-5, 29 P-4, 38 P-3, 8 P-2, 4 General Service (Principal level), 48 General Service (Other level) and 4 National Professional Officer) and for non-post resources for various operational requirements. Through these resources, the International Strategy for Disaster Reduction will facilitate coherence and team efforts towards the implementation of the post-2015 framework for disaster risk reduction while continuing to monitor risk patterns, trends and progress in disaster risk reduction and providing strategic policy guidance to countries and the international community; provide support to the Secretary-General in his efforts to provide leadership on disaster risk management; continue the servicing of United Nations governing bodies and global and regional cooperation mechanisms for disaster risk reduction, including the Global Platform for Disaster Risk Reduction, the regional platforms for disaster risk reduction and the International Strategy for Disaster Reduction Support Group; increase efforts, in collaboration with Member States and United Nations partners, to mainstream disaster risk reduction into sustainable development, in particular through support for governance processes and the follow-up to the Global Cities Covenant on Climate; and continue to work to raise the visibility of, and the level of commitment to, disaster risk reduction at the global, regional and national levels through its multisectoral constituency. The International Strategy for Disaster Reduction is facilitating the development of a post-2015 framework for disaster risk reduction. While the post-2015 framework for disaster risk reduction will build on the Hyogo Framework for

Action 2005-2015: Building the Resilience of Nations and Communities to Disasters, it is anticipated that the strategy for implementation will require broadening the focus of work on existing disaster risk to include a focus on preventing the accumulation of new risks, thus contributing to strengthening the post-2015 sustainable development goals. This will require an increased capacity in terms of financial and human resources in 2016-2017.

Subprogramme 4
Emergency support services

Resource requirements (before recosting): $3,783,900

27.50 Substantive responsibility for this subprogramme is vested in the Emergency Services Branch in Geneva. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 23 of the biennial programme plan for the period 2016-2017.

Table 27.16 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To expedite international humanitarian assistance to victims of emergencies and natural disasters, including environmental disasters and technological accidents

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Prompt mobilization of international emergency response mechanisms to facilitate international humanitarian assistance to victims of disasters and emergencies	(i) International assistance is provided to the affected country within 48 hours of its request for international assistance [number of hours]	Target	48	48	48
		Estimate		48	48
		Actual			48
	(ii) Percentage of new or escalating emergencies in which coordination staff is deployed within seven days	Target	90	–	–
		Estimate		90	–
		Actual			85
(b) Enhanced ability of international, regional and national actors to deploy effective, well-coordinated and interoperable humanitarian response capacity within agreed frameworks	Total number of interoperable international humanitarian response tools and services adapted	Target	42	–	–
		Estimate		41	–
		Actual			40

External factors

27.51 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the Government of the affected country requests and/or accepts international assistance; (b) donors are willing to respond to disasters; (c) humanitarian workers have unhindered access to the disaster area; and (d) cooperation of authorities and humanitarian partners is available.

Outputs

27.52 During the biennium 2016-2017, the following outputs will be delivered:

(a) Substantive activities (regular budget/extrabudgetary):

(i) Technical material: developing, maintaining and upgrading databases and electronic tools related to humanitarian response and response coordination; maintaining and upgrading the International Search and Rescue Advisory Group and Search and Rescue Directory on the Web; developing and maintaining guidelines and handbooks on the use of military and civil defence assets;

(ii) Humanitarian missions: relief and response preparedness missions to disaster and emergency sites (2);

(iii) Special events: annual meetings of institutional governance boards (2); discussion forums on environmental emergencies;

(b) Technical cooperation (extrabudgetary): training courses, seminars and workshops: organization of regional and steering committee meetings of the International Search and Rescue Advisory Group and international search and rescue team-leader meetings; forum on environmental emergencies; organization of regional workshops on disaster management and environmental emergencies, including industrial accidents; training courses on humanitarian civil-military coordination (15); international workshops on emergency assessment, field coordination and response preparedness; planning and participation in disaster response simulation exercises with key partners (15).

27.53 The distribution of resources for subprogramme 4 is reflected in table 27.17.

Table 27.17 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	3 607.2	3 607.2	10	10
Non-post	213.4	176.7	–	–
Subtotal	**3 820.6**	**3 783.9**	**10**	**10**
Extrabudgetary	25 295.0	26 251.4	52	52
Total	**29 115.6**	**30 035.3**	**62**	**62**

27.54 The amount of $3,783,900, reflecting a decrease of $36,700, would provide for the continuation of 10 posts (1 D-1, 1 P-5, 2 P-4, 2 P-3, 2 P-2, 1 General Service (Principal level) and 1 General Service (Other level)) and non-post resources for consultant fees and travel. The decrease in non-post resources is in line with General Assembly resolution 69/264 (further reductions).

27.55 Projected extrabudgetary resources in the amount of $26,251,400 would provide for 52 posts (7 P-5, 15 P-4, 12 P-3 and 18 General Service (Other level)) and for non-post resources for various operational requirements. The extrabudgetary resources will be used to provide support to disaster-affected countries by strengthening the mechanisms for emergency response through the organization of workshops and training courses on emergency assessment, field coordination and response preparedness and disaster response and management. These resources will also be used for the further promotion of the membership of developing and disaster-prone countries in emergency response networks, the development and strengthening of the capacity of the Office for the Coordination of Humanitarian Affairs to respond through its internal Emergency Response Roster and the improvement of mechanisms, instruments and procedures for the mobilization and coordination of international assistance in case of natural disasters and complex emergencies.

Subprogramme 5
Humanitarian emergency information and advocacy

Resource requirements (before recosting): $3,050,900

27.56 Substantive responsibility for this subprogramme is vested in the Communications Services Branch and the Information Services Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 23 of the biennial programme plan for the period 2016-2017.

Table 27.18 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure effective advocacy of humanitarian principles and knowledge-sharing, serving populations affected by disasters and emergencies

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced awareness of and regard for humanitarian principles and concerns	(i) Increased number of print media stories covering humanitarian issues and messaging of the Office for the Coordination of Humanitarian Affairs	Target	72 000	–	–
		Estimate		65 000	–
		Actual			59 168
	(ii) Increased public engagement in humanitarian issues through social and broadcast media [number of followers on social media platforms of the Office for the Coordination of Humanitarian Affairs]	Target	120 000	–	–
		Estimate		90 000	–
		Actual			65 078
(b) Improved access to relevant information for decision-making by the humanitarian community	Increased number of unique visitors on ReliefWeb and Humanitarian Response web platforms [millions of unique visitors]	Target	25.84	–	–
		Estimate		24.36	–
		Actual			21.70

External factors

27.57 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is a commitment from Governments to support/accept that the United Nations addresses key humanitarian advocacy issues; and (b) there is agreement among partners in strategically addressing information-sharing, coordination and standardization initiatives.

Outputs

27.58 During the biennium 2016-2017, the following outputs will be delivered:

(a) Other substantive activities (regular budget/extrabudgetary):

(i) Exhibitions, guided tours, lectures: organization of events to promote humanitarian issues and concerns; exhibitions on humanitarian activities to be displayed at meetings, seminars and public events, such as World Humanitarian Day (2);

(ii) Booklets, fact sheets, wallcharts, information kits: producing and updating print materials to support advocacy on coordination of humanitarian action;

(iii) Press releases, press conferences: launching of the annual consolidated appeals (2); press releases on humanitarian emergencies disseminated to national and international media (2);

(iv) Special events: humanitarian briefings for the media;

(v) Technical material: maintenance and expansion of digital platforms of the humanitarian community (ReliefWeb, Humanitarian Response, Humanitarian Data Exchange); provision of guidance, templates and training on reporting products; information support for humanitarian actors on the ground (e.g., field guides, maps, logistics information);

(vi) Humanitarian missions: support humanitarian partners to strengthen communication with disaster-affected communities; field missions for media representatives and advocates;

(b) Technical cooperation (extrabudgetary): advisory services: setting information management standards for information exchange in the humanitarian community;

(c) Conference services, administration and oversight (regular budget/extrabudgetary): central support services: computer and software user support and training.

27.59 The distribution of resources for subprogramme 5 is reflected in table 27.19.

Table 27.19 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	3 050.9	3 050.9	10	10
Non-post	–	–	–	–
Subtotal	**3 050.9**	**3 050.9**	**10**	**10**
Extrabudgetary	57 269.5	57 346.5	89	83
Total	**60 320.4**	**60 397.4**	**99**	**93**

27.60 The amount of $3,050,900 would provide for the continuation of 10 posts (1 D-1, 1 P-5, 3 P-4, 2 P-3 and 3 General Service (Other level)).

27.61 Projected extrabudgetary resources in the amount of $57,346,500 would provide for 83 posts (1 D-1, 7 P-5, 23 P-4, 31 P-3, 2 P-2, 1 General Service (Principal level), 12 General Service (Other level) and 6 Local level)) and for non-post resources for various operational requirements. The extrabudgetary resources will allow the Office for the Coordination of Humanitarian Affairs to continue to support the Emergency Relief Coordinator and the humanitarian community in advocacy aimed at encouraging Member States and parties to conflicts to put humanitarian principles into practice through advocacy centred on international humanitarian law, the protection of civilians in armed conflict and the safety and security of aid workers. Sustained efforts will continue to be made on advocacy aimed at maintaining the distinction between civilians and combatants and ending impunity for those who commit attacks on civilians, including aid workers. To that end, the Office will produce and update print materials to support advocacy relating to the coordination of humanitarian action and display exhibits on humanitarian activities at meetings, seminars and public events to promote humanitarian issues and concerns. The use of extrabudgetary resources will also allow the Office to provide timely and reliable information on unfolding emergencies and natural disasters in order to inform decision-making and support

humanitarian action on the ground, including through expanded networks, coverage and reach. This includes updating and improving its principal websites. The Office will also issue press releases on humanitarian emergencies to national and international media and provide information support for humanitarian actors on the ground.

C. Programme support

Resource requirements (before recosting): $4,149,800

27.62 The Administrative Services Branch of the Office for the Coordination of Humanitarian Affairs comprises two administrative services branches, one in New York and one in Geneva. The branches are responsible for performing administrative functions, including those relating to finance and budget, human resources, staff development and training, and for providing administrative support and guidance to staff members.

27.63 The Administrative Services Branch in New York oversees the financial, human resources and general administration of the Office for the Coordination of Humanitarian Affairs and provides guidance on administrative matters. It supports senior management in formulating policies and instructions, including on financial management, workforce planning, rostering and staff development and training. It coordinates departmental programme budgets and presentations to legislative bodies.

27.64 Under the overall strategic direction of the head of the Administrative Services Branch, the Administrative Services Branch in Geneva manages the receipt and expenditure of funds, supports the procurement of goods and services and undertakes the recruitment, deployment and administration of field staff.

27.65 During the biennium 2016-2017, the Administrative Services Branch will continue to focus on workforce and succession planning, as well as career and staff development, in line with the human resources strategy. It will also improve financial monitoring and projections of future funding requirements, managing and effectively utilizing resources, capturing and sharing field information and ensuring the accurate and timely reporting of financial transactions. As part of these efforts, the Administrative Services Branch will continuously focus on enhancing the service orientation and client focus of its administrative support.

27.66 The distribution of resources for programme support is reflected in table 27.20.

Table 27.20 **Resource requirements: programme support**

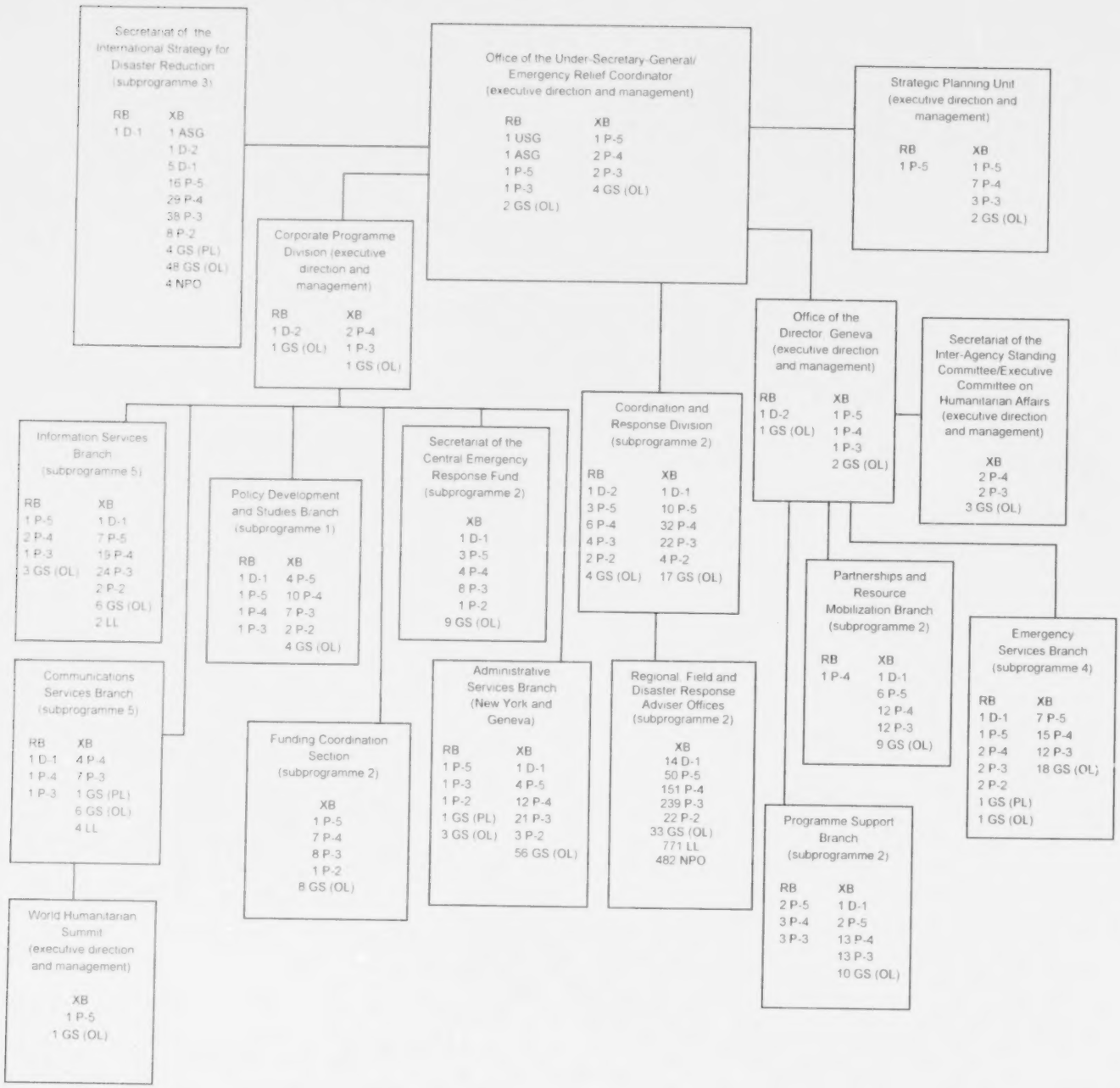
	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	1 823.3	1 823.3	7	7
Non-post	2 483.1	2 326.5	–	–
Subtotal	**4 306.4**	**4 149.8**	**7**	**7**
Extrabudgetary	54 499.6	56 359.4	97	97
Total	**58 806.0**	**60 509.2**	**104**	**104**

27.67 The requirements for staffing in the amount of $1,823,300 would provide for the continuation of seven posts (1 P-5, 1 P-3, 1 P-2, 1 General Service (Principal level) and 3 General Service (Other level)) in the Administrative Services Branch. The non-post resources in the amount of $2,326,500, reflecting a decrease of $156,600, would provide for various operating requirements to enable the Office to carry out the activities described above. The decrease in non-post resources is in line with General Assembly resolution 69/264 (efficiencies).

27.68 Projected extrabudgetary resources in the amount of $56,359,400 would provide for 97 posts (1 D-1, 4 P-5, 12 P-4, 21 P-3, 3 P-2 and 56 General Service (Other level)), which includes 27 posts in the Administrative Services Branch in New York and 70 posts in the Administrative Services Branch in Geneva, as well as for non-post resources for various operational requirements to enable the offices to carry out their activities.

Annex I

Organizational structure and post distribution for the biennium 2016-2017


Secretariat of the International Strategy for Disaster Reduction (subprogramme 3)
RB: 1 D-1
XB: 1 ASG, 1 D-2, 5 D-1, 16 P-5, 29 P-4, 38 P-3, 8 P-2, 4 GS (PL), 48 GS (OL), 4 NPO
Office of the Under-Secretary-General/ Emergency Relief Coordinator (executive direction and management)
RB: 1 USG, 1 ASG, 1 P-5, 1 P-3, 2 GS (OL)
XB: 1 P-5, 2 P-4, 2 P-3, 4 GS (OL)
Strategic Planning Unit (executive direction and management)
RB: 1 P-5
XB: 1 P-5, 7 P-4, 3 P-3, 2 GS (OL)
Corporate Programme Division (executive direction and management)
RB: 1 D-2, 1 GS (OL)
XB: 2 P-4, 1 P-3, 1 GS (OL)
Office of the Director, Geneva (executive direction and management)
RB: 1 D-2, 1 GS (OL)
XB: 1 P-5, 1 P-4, 1 P-3, 2 GS (OL)
Secretariat of the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs (executive direction and management)
XB: 2 P-4, 2 P-3, 3 GS (OL)
Information Services Branch (subprogramme 5)
RB: 1 P-5, 2 P-4, 1 P-3, 3 GS (OL)
XB: 1 D-1, 7 P-5, 15 P-4, 24 P-3, 2 P-2, 6 GS (OL), 2 LL
Policy Development and Studies Branch (subprogramme 1)
RB: 1 D-1, 1 P-5, 1 P-4, 1 P-3
XB: 4 P-5, 10 P-4, 7 P-3, 2 P-2, 4 GS (OL)
Secretariat of the Central Emergency Response Fund (subprogramme 2)
XB: 1 D-1, 3 P-5, 4 P-4, 8 P-3, 1 P-2, 9 GS (OL)
Coordination and Response Division (subprogramme 2)
RB: 1 D-2, 3 P-5, 6 P-4, 4 P-3, 2 P-2, 4 GS (OL)
XB: 1 D-1, 10 P-5, 32 P-4, 22 P-3, 4 P-2, 17 GS (OL)
Partnerships and Resource Mobilization Branch (subprogramme 2)
RB: 1 P-4
XB: 1 D-1, 6 P-5, 12 P-4, 12 P-3, 9 GS (OL)
Emergency Services Branch (subprogramme 4)
RB: 1 D-1, 1 P-5, 2 P-4, 2 P-3, 2 P-2, 1 GS (PL), 1 GS (OL)
XB: 7 P-5, 15 P-4, 12 P-3, 18 GS (OL)
Communications Services Branch (subprogramme 5)
RB: 1 D-1, 1 P-4, 1 P-3
XB: 4 P-4, 7 P-3, 1 GS (PL), 6 GS (OL), 4 LL
Funding Coordination Section (subprogramme 2)
XB: 1 P-5, 7 P-4, 8 P-3, 1 P-2, 8 GS (OL)
Administrative Services Branch (New York and Geneva)
RB: 1 P-5, 1 P-3, 1 P-2, 1 GS (PL), 3 GS (OL)
XB: 1 D-1, 4 P-5, 12 P-4, 21 P-3, 3 P-2, 56 GS (OL)
Regional, Field and Disaster Response Adviser Offices (subprogramme 2)
XB: 14 D-1, 50 P-5, 151 P-4, 239 P-3, 22 P-2, 33 GS (OL), 771 LL, 482 NPO
Programme Support Branch (subprogramme 2)
RB: 2 P-5, 3 P-4, 3 P-3
XB: 1 D-1, 2 P-5, 13 P-4, 13 P-3, 10 GS (OL)
World Humanitarian Summit (executive direction and management)
XB: 1 P-5, 1 GS (OL)

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors	
(A/69/5 (Vol. I), chap. II)	
The Board recommends that the Office for the Coordination of Humanitarian Affairs perform a skills needs assessment of the standard fund management process as described in the latest guidance and develop a costed training plan for staff at all levels, including increasing management capability both in the field and in headquarters (para. 100).	The Office for the Coordination of Humanitarian Affairs plans to develop a training package for staff involved in fund management and other stakeholders in line with the development and roll-out of the global guidelines for country-based pooled funds. The Office plans to identify areas where it should make more investment to ensure sufficient management capacities both in headquarters and at the field level.
The Board recommends that the Office for the Coordination of Humanitarian Affairs require clusters and technical review boards to strengthen the consideration of previous project and implementing partner performance when recommending a project for approval by the humanitarian coordinator. This should include an assessment of: the non-governmental organizations concerned, including past delivery performance across United Nations entities, and due diligence on the company and key individuals; the type of project, including the likelihood of successful delivery of the intended benefits, for example distribution of cash vouchers (high risk) versus construction (lower risk); the location of the project, and the ability to monitor progress (para. 103).	A capacity assessment of implementing partners is one of the pillars of the accountability framework that was launched jointly with revised country-based pooled fund guidelines at the end of 2014. Implementation has already begun for certain high-risk countries. The capacity assessment will successively be rolled out in all country operations of the Office starting with the high-risk ones. In relation to the non-governmental organizations concerned, the grants management system will ensure proper feedback mechanisms on past performance of implementing partners.
The Board recommends that the Office for Coordination of Humanitarian Affairs, working with the various stakeholder organizations involved, document operational and financial accountability for the management of country-based pooled funds at both the global and country levels (para. 112).	The Office for the Coordination of Humanitarian Affairs has begun rolling out the grants management system, a web-based platform that supports the management of the grant life cycle for all country-based pooled funds, by systematic tracking of grant-related documentation. The system was piloted in Afghanistan and Somalia and the Sudan and was subsequently rolled out in the Central African Republic, South Sudan, Jordan, Lebanon, the Syrian Arab Republic, Turkey, Yemen and the State of Palestine, as well as for the special fund of Saudi Arabia. In 2015, the system will be expanded to include Colombia, the Democratic Republic of the Congo, Ethiopia, Pakistan and Myanmar.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommends that the Office for the Coordination of Humanitarian Affairs work with other United Nations entities to establish formal requirements for information-sharing on the performance of implementing partners in each country office (para. 114).	On 11 July 2014, the Office for the Coordination of Humanitarian Affairs expressed its concerns to the United Nations Development Group and the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination regarding the different treatment of non-governmental organizations by United Nations operational agencies in relation to allegations of fraud. At those meetings, the Office called for the establishment of a formal requirement for information-sharing on the performance of implementing partners. In order to help resident coordinators/humanitarian coordinators improve operational coordination, the United Nations organizations will work together to develop a common policy framework for risk management and information-sharing across the system.
The Board recommends that the Office for the Coordination of Humanitarian Affairs accelerate implementation of the improved controls established in the global guidance and accountability framework. This should be done with a more risk-based and flexible approach to the management of implementing partners in country operations involving: (a) risk assessments to vet implementing partners to create a pool of trusted suppliers; (b) revised funding arrangements where high-risk implementing partners receive an initial payment lower than the current initial 80 per cent payment; (c) enhanced monitoring arrangements where, for example, high-risk projects should be subject to interim audits/inspections using audit access rights, while monitoring of lower-risk could be based on visits from regional staff; (d) working with the Office of Legal Affairs to strengthen the current memorandum of understanding between the Office for the Coordination of Humanitarian Affairs and implementing partners (para. 125).	The global guidelines for country-based pooled funds will introduce a comprehensive accountability framework. One of its main pillars will be a capacity assessment of implementing partners. The roll-out of the assessments has already begun in high-risk countries and will successively continue in all other operations of the Office for the Coordination of Humanitarian Affairs. The accountability framework will also include tools and suggest procedures for a more systematic approach to a risk-based management of implementing partners. The tool has different layers of control depending on the type of implementing partner (i.e. United Nations agency, non-governmental organization), the assessed risk level of the partner based on the capacity assessment and the value and duration of the respective project. These variations are defined as the "operational modalities" for non-governmental implementing partners and consist of (a) adjusting the number and percentage of disbursements tranches, (b) the funding ceiling, (c) the number and depth of field monitoring visits, (d) financial spot checks, (e) the frequency and depth of narrative and financial reporting and (f) the regularity of partner audits. The Office for the Coordination of Humanitarian Affairs is working with the Office of Legal Affairs on the revision of the current memorandum of understanding with implementing partners, which includes strengthened provisions on risk management.

Annex III

Outputs included in the biennium 2014-2015 not to be delivered in 2016-2017

A/68/6 (Sect. 27)	*Output*	*Quantity*	*Reason for discontinuation*
Subprogramme 3. Natural disaster risk reduction			
27.43 (b) (i)	Periodic newsletters for three regions (Africa, Asia, Latin America and the Caribbean)	1	Obsolete UNISDR headquarters has successfully transitioned from a newsletter-focused news and information dissemination approach to a web and social media-focused strategy. The news and updates are being posted regularly on UNISDR's corporate website, Twitter and Facebook accounts.
27.43 (b) (iii)	Consultations on the post-2015 disaster risk reduction framework	1	Obsolete The 10-year international disaster risk reduction framework, the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters, is scheduled to end in 2015. The consultations on the post-2015 framework for disaster risk reductions were organized in 2014-2015 for the development of a successor framework to the Hyogo Framework for Action. All the planned consultations with the stakeholders have already been completed and the first draft of the post-2015 framework for disaster risk reduction has been developed. The draft was presented to the third World Conference on Disaster Risk Reduction, which adopted the Sendai Framework for Disaster Risk Reduction 2015-2030 on 18 March 2015. Therefore, no further consultations are required in 2016-2017.
	Subtotal	2	
Subprogramme 4. Emergency support services			
27.51 (a) (i)	Report on relief goods in stock at the United Nations Logistics Base at Brindisi, Italy	1	Obsolete The Office for the Coordination of Humanitarian Affairs Brindisi warehouse project was evaluated by an external consultant in 2014. During the review, it became apparent that the agreements between the Office and the three donors, Ireland, Italy and Norway, were unlikely to be renewed. Consequently, the project will be closed and the current assets will be handed over or returned to the donors under the umbrella of the United Nations Humanitarian Response Depot.

A/68/6 (Sect. 27)	Output	Quantity	Reason for discontinuation
27.51 (c)	Maintenance and replenishment of stocks of disaster relief supplies (non-food, non-medical) at the Brindisi warehouse	1	Obsolete The Office for the Coordination of Humanitarian Affairs Brindisi warehouse project was evaluated by an external consultant in 2014. During the review, it became apparent that the agreements between the Office and the three donors, Ireland, Italy and Norway, were unlikely to be renewed. Consequently, the project will be closed and the current assets will be handed over or returned to the donors under the umbrella of the United Nations Humanitarian Response Depot.
	Subtotal	**2**	
Subprogramme 5. Humanitarian emergency information and advocacy			
27.57 (a) (v)	Maintenance of the Integrated Regional Information Network news service on humanitarian issues	1	Obsolete After almost 20 years as part of the United Nations, the humanitarian news service Integrated Regional Information Network is becoming an independent non-profit media venture, with the support of a major private donor, starting on 1 January 2015.
	Subtotal	**1**	
	Total	**5**	

United Nations A/70/6 (Sect. 28)

General Assembly

Distr.: General
10 April 2015

Original: English

Seventieth session

Proposed programme budget for the biennium 2016-2017*

Part VII
Public information

Section 28
Public information

(Programme 24 of the biennial programme plan for the period 2016-2017)**

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* A summary of the approved programme budget will be issued as A/70/6/Add.1.

** A/69/6/Rev.1.

*** The present report does not contain an annex on outputs included in the biennium 2014-2015 not to be delivered in 2016-2017, as there are no discontinued outputs.

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Overview

Table 28.1 **Financial resources**

(United States dollars)

Appropriation for 2014-2015	190 079 900
Technical adjustments (removal of non-recurrent requirements and biennial provision of posts)	(224 500)
New mandates and inter-component changes	11 024 800
Changes in line with General Assembly resolution 69/264 (further reductions)	(886 200)
Changes in line with General Assembly resolution 69/264 (efficiencies)	(243 800)
Total resource change	9 670 300
Proposal of the Secretary-General for 2016-2017[a]	199 750 200

[a] At 2014-2015 revised rates.

Table 28.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2014-2015	734	1 USG, 4 D-2, 18 D-1, 35 P-5, 74 P-4, 106 P-3, 60 P-2/1, 9 GS (PL), 215 GS (OL), 159 LL, 53 NPO
New Posts	29	5 P-3 and 5 GS (OL) for the Strategic Communications Division
		4 P-3, 4 P-2 and 9 GS (OL) for the News and Media Division
		2 GS (OL) for Programme Support
Redeployments	3	1 P-4 and 1 NPO within subprogramme 1
		1 P-2 from subprogramme 2 to executive direction and management
Proposed for the biennium 2016-2017	763	1 USG, 4 D-2, 18 D-1, 35 P-5, 74 P-4, 115 P-3, 64 P-2/1, 9 GS (PL), 231 GS (OL), 159 LL, 53 NPO

Overall orientation

28.1 The Department of Public Information is dedicated to communicating to the world the ideals and work of the United Nations; to interacting and partnering with diverse audiences; and to building support for the purposes and principles enshrined in the Charter of the United Nations. In line with this mission, the Department creates and implements communications strategies; engages local audiences worldwide through its network of United Nations information centres; produces, promotes and delivers news and media products and services in all six official languages; and initiates and expands partnerships, outreach and knowledge-sharing.

28.2 The mandate of the Department, contained in General Assembly resolution 13 (I), is guided by the priorities established by the Assembly and its subsidiary body, the Committee on Information,

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS, General Service; LL, Local level; NPO, National Professional Officer; OL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

through the resolutions of the Assembly on questions relating to information, the most recent of which are resolutions 68/86 A and B and 67/292.

28.3 The Department seeks to promote global awareness and enhanced understanding of the work and issues of the United Nations by providing accurate, impartial, comprehensive, balanced, coherent, timely and relevant information. To that end, the Department will focus on priority themes, with a regional focus on Africa, in support of the three pillars of the Organization's work (development; peace and security; and human rights), drawing on guidance from the new development agenda expected to be agreed upon in 2015. Within these priority themes, the Department will seek to underscore the Secretary-General's emphasis on delivering results, on accountability and on gender equality and the empowerment of women, while addressing global challenges for the common good and fully complying with the mandates given by Member States.

28.4 The Department works to deliver effective and targeted information programmes in key areas, including for United Nations conferences and observances. It seeks to reach and engage audiences worldwide to encourage support for the Organization and its objectives.

28.5 The Department emphasizes the importance of the equality of the six official languages of the United Nations, with a view to ensuring their full and equitable treatment in the activities of the Department.

28.6 To accomplish its mission, the Department takes the following core approaches in its work with an overall emphasis on multilingualism from the planning stage: strategic working relationships with the substantive departments and offices of the Secretariat and organizations of the United Nations system; enhanced use of the latest information and communications technologies in both traditional and new media in order to deliver information directly and instantaneously worldwide; and the promotion of multilingualism and the parity of all six official United Nations languages in the preparation of news and communications products. The Department also provides information services to delegates and staff through the Dag Hammarskjöld Library and promotes knowledge-sharing and internal communication by way of iSeek, the United Nations intranet.

Overview of resources

28.7 The overall resources proposed for the biennium 2016-2017 for this section amount to $199,750,200 before recosting, reflecting a net increase of $9,670,300 (or 5.1 per cent) compared with the appropriation for 2014-2015. The resource changes result from four factors: (a) technical adjustments relating to the removal of non-recurrent requirements and the biennial provision of new posts approved for establishment in 2015 ($224,500); (b) new mandates and inter-component changes ($11,024,800); (c) resource changes in line with General Assembly resolution 69/264 (further reductions) ($886,200); and (d) resource changes in line with General Assembly resolution 69/264 (efficiencies) ($243,800). The proposed reductions will not have an impact on full and effective mandate implementation.

28.8 Resource changes in line with General Assembly resolution 69/264 reflect proposals for the freezing of recruitment against established posts and reductions in non-post resources that are anticipated in 2016-2017.

28.9 The proposed reductions will be influenced by the future impact of the deployment of Umoja (Foundation and Extension 1) by the end of 2015. As it is too early to determine the specific future impact of Umoja, the proposed reductions, while firm in financial terms, are flexible in operational terms. This flexibility means that the specific composition of the post freezes, and the reorganization of functions and roles as a result of the freezes, will be determined only during 2016-2017, when the impact of Umoja becomes clearer.

28.10 The distribution of resources is reflected in tables 28.3 to 28.5.

Table 28.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

			Resource changes								
	2012-2013 expenditure	*2014-2015 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New mandates and inter-component changes*	*Further reductions in line with resolution 69/264*	*Efficiencies in line with resolution 69/264*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2016-2017 estimate*
A Executive direction and management	3 410.7	3 518.2	–	240.5	(10.9)	–	229.6	6.5	3 747.8	109.7	3 857.5
B Programme of work											
1. Strategic communications services	73 387.3	72 411.0	250.0	3 180.4	(370.1)	–	3 060.3	4.2	75 471.3	2 618.8	78 090.1
2. News services	66 672.6	66 588.5	(107.9)	6 631.0	(330.5)	–	6 192.6	9.3	72 781.1	2 358.8	75 139.9
3. Outreach and knowledge services	39 198.6	39 429.6	–	294.5	(174.7)	–	119.8	0.3	39 549.4	1 297.3	40 846.7
4. Special conferences	–	366.6	(366.6)	45.4	–	–	(321.2)	(87.6)	45.4	2.1	47.5
Subtotal, B	**179 258.5**	**178 795.7**	**(224.5)**	**10 151.3**	**(875.3)**	**–**	**9 051.5**	**5.1**	**187 847.2**	**6 277.0**	**194 124.2**
C Programme support	7 821.6	7 766.0	–	633.0	–	(243.8)	389.2	5.0	8 155.2	323.5	8 478.7
Subtotal	**190 490.8**	**190 079.9**	**(224.5)**	**11 024.8**	**(886.2)**	**(243.8)**	**9 670.3**	**5.1**	**199 750.2**	**6 710.2**	**206 460.4**

(2) *Other assessed*

	2012-2013 expenditure	*2014-2015 estimate*	*2016-2017 estimate*
A Executive direction and management	–	–	–
B Programme of work	1 337.4	1 517.4	1 590.6
C Programme support	–	–	–
Subtotal	**1 337.4**	**1 517.4**	**1 590.6**

(3) *Extrabudgetary*

		2012-2013 expenditure	2014-2015 estimate	2016-2017 estimate
A	Executive direction and management	–	–	–
B	Programme of work	4 888.4	5 301.9	5 727.9
C	Programme support	–	313.1	313.1
	Subtotal	**4 888.4**	**5 615.0**	**6 041.0**
	Total	**196 716.6**	**197 212.3**	**214 092.0**

Table 28.4 **Post resources**

	Established regular budget		Temporary						Total	
			Regular budget		Other assessed[a]		Extrabudgetary[b]			
Category	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017
Professional and higher										
USG	1	1	–	–	–	–	–	–	1	1
D-2	4	4	–	–	–	–	–	–	4	4
D-1	18	18	–	–	–	–	–	–	18	18
P-5	35	35	–	–	–	–	–	–	35	35
P-4/3	180	189	–	–	2	2	1	1	183	192
P-2/1	60	64	–	–	1	1	–	–	61	65
Subtotal	**298**	**311**			**3**	**3**	**1**	**1**	**302**	**315**
General service										
Principal level	9	9	–	–	–	–	–	–	9	9
Other level	215	231	–	–	1	1	10	10	226	242
Subtotal	**224**	**240**	**–**	**–**	**1**	**1**	**10**	**10**	**235**	**251**
Other										
Local level	159	159	–	–	–	–	–	–	159	159
National Professional Officer	53	53	–	–	–	–	–	–	53	53
Subtotal	**212**	**212**	**–**	**–**	**–**	**–**	**–**	**–**	**212**	**212**
Total	**734**	**763**	**–**	**–**	**4**	**4**	**11**	**11**	**749**	**778**

[a] Support account for peacekeeping operations: 2 P-4, 1 P-2, 1 GS (OL).

[b] Development Forum Trust Fund: 1 P-3, 9 GS (OL); and sub-fund of special account for extrabudgetary substantive activities: 1 GS (OL).

Table 28.5 **Distribution of resources by component**

(Percentage)

	Regular budget	*Other assessed*	*Extrabudgetary*
A. Executive direction and management	1.9	–	–
B. Programme of work			
1. Strategic communications services	37.8	72.8	33.9
2. News services	36.4	27.2	0.9
3. Outreach and knowledge services	19.8	–	60.0
4. Special conferences	–	–	–
Subtotal, B	**94.0**	**100.0**	**94.8**
C. Programme support	4.1	–	5.2
Total	**100.0**	**100.0**	**100.0**

Technical adjustments

28.11 Resource changes reflecting a net decrease of $224,500 include the removal of non-recurrent requirements totalling $563,700, relating to: (a) the organization of the United Nations summit for the adoption of the post-2015 development agenda; (b) the programme of activities for the implementation of the International Decade for People of African Descent; and (c) the promotion and coverage of special conferences, including the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice. The reduction is offset in part by the biennial provision of two new posts ($339,200) that were established in 2015 pursuant to General Assembly resolution 68/268, for the strengthening and enhancement of the effective functioning of the human rights treaty body system.

New mandates and inter-component changes

28.12 Resource changes in the amount of $11,024,800 have been provided in support of new mandates relating to: (a) General Assembly resolution 69/96 B, entitled "Questions relating to information: United Nations public information policies and activities", in which the Assembly reaffirmed its request that the Secretary-General ensure that the Department had the necessary capacity in all the official languages to undertake all of its activities, and requested that this aspect be included in future programme budget proposals for the Department, bearing in the mind the principle of parity of all six official languages, while respecting the workload in each official language, and General Assembly resolution 69/17, on programme planning, in which the Assembly adopted the Department's biennial programme plan for 2016-2017, which included several revisions to the framework on the principle of parity of all six official languages ($10,953,000); and (b) public information activities in support of General Assembly resolution 69/16, on the programme of activities for the implementation of the International Decade for People of African Descent ($24,400), the filming and screening of interpreters in international sign language for the interactive debate on the rights of persons with disabilities pursuant to section XII of General Assembly resolution 68/247 A ($2,000); and the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat) in line with General Assembly resolution 68/239 ($45,400).

28.13 To enable the Department to better implement its mandate, a number of redeployments are proposed under post and non-post expenditure items, including one Associate Public Information Officer (P-2) from subprogramme 2, News services, to executive direction and management; one United Nations Information Centre Director (P-4) from Sana'a to Rabat and one National Information Officer (National Professional Officer) from Cairo to Sana'a under subprogramme 1, Strategic communications services. The adjustments across post and non-post objects of expenditure are proposed on a cost-neutral basis.

Resource changes in line with General Assembly resolution 69/264 (further reductions)

28.14 Resource changes reflecting a reduction of $886,200 are proposed in line with General Assembly resolution 69/264, under post resources ($740,900) and non-post resources ($145,300). The decrease of $740,900 under post resources reflects proposals for the freezing of recruitment against established posts under subprogramme 1, Strategic communications services, in the Strategic Communications Division ($164,700) and the United Nations information centres ($140,500); under subprogramme 2, News services ($271,000); and under subprogramme 3, Outreach and knowledge services ($164,700).

28.15 The proposed decrease of $145,300 under non-post resources relates mainly to travel of staff, contractual services and furniture and equipment and takes into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies that the Department plans to bring about in 2016-2017.

Resource changes in line with General Assembly resolution 69/264 (efficiencies)

28.16 Resource changes reflecting a decrease of $243,800 under programme support are proposed in line with General Assembly resolution 69/264. The decrease, under post resources ($164,700) and non-post resources ($79,100), reflects proposals for the freezing of recruitment against established posts and reduced requirements under contractual services as a result of further efficiencies that the Department plans to bring about in 2016-2017.

Other assessed and extrabudgetary resources

28.17 The projected level of other assessed resources, amounting to $1,590,600, represents 0.7 per cent of overall resource requirements. The resources would support substantive activities relating to peacekeeping operations. There is no significant change in the level of resources compared with the previous biennium.

28.18 The projected level of extrabudgetary resources, amounting to $6,041,000, represents 2.8 per cent of overall resource requirements. The amount would complement resources from the regular budget to finance various activities such as the production of events and public information materials to strengthen and expand strategic communications objectives in countries around the world, and would enable the Department to develop and disseminate information products in local languages and engage in outreach activities for local audiences on issues of priority concern in line with General Assembly resolution 69/96 A and B, on questions relating to information. The resources would also provide for the rental and maintenance of the premises occupied by United Nations information centres at some locations.

Other information

23.19 In line with General Assembly resolutions 58/269, 64/259, 67/253 and 68/264, the Department will continue to actively support the Secretary-General's priority of strengthening accountability. The Department continues to actively collaborate with the Board of Auditors, the Joint Inspection Unit

and the Office of Internal Oversight Services in their periodic assessments, reviews and recommendations of the programme, and ensures the timely follow-up and implementation of accepted recommendations. Monitoring and evaluation activities are carried out with the objective of enhancing the effectiveness of the Department's work and are integral to instituting evidence-based decision-making, learning and accountability at all levels. An assessment of the Department's traditional, online and social media monitoring and analysis practices revealed the need for a more systematic approach to social media monitoring and analysis. As a result, the Department is considering comprehensive monitoring and analytics solutions in order to meet the need for greater coordination of tracking metrics, as well as the timely and accurate reporting of key events and priorities of the United Nations in social media.

28.20 Resources identified for the conduct of monitoring and evaluation total $1,556,900 under the regular budget, equivalent to 150 work-months of staff (90 work-months at the Professional level and 60 work-months at the General Service level). Extrabudgetary resources in the amount of $11,900 are also identified for that purpose. The main evaluation activities planned for the biennium 2016-2017 will include user surveys of the Dag Hammarskjöld Library; the impact of United Nations publications, including *Yearbook of the United Nations*, *UN Chronicle* and *Basic Facts about the United Nations*; and an analysis of new media campaigns.

28.21 The Department will increase collaboration with other United Nations funds and programmes, including the co-production and co-distribution of feature stories on United Nations issues, enhancing overall cost efficiencies. In addition, the Department will continue to maintain liaison with various United Nations offices to facilitate the promotion of international days and events through the use of audiovisual technologies.

28.22 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 28.6 and as described in the output information for each subprogramme.

Table 28.6 **Summary of publications**

	2012-2015 actual			*2014-2015 estimate*			*2016-2017 estimate*		
	Print	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent	–	–	63	1	–	11	1	–	11
Non-recurrent	–	–	–	–	–	–	–	–	1
Total	**–**	**–**	**63**	**1**	**–**	**11**	**1**	**–**	**12**

A. Executive direction and management

Resource requirements (before recosting): $3,747,800

28.23 The Under-Secretary-General for Communications and Public Information is responsible for the overall direction and strategic management of United Nations communications and public information, both at Headquarters and in the field. The Under-Secretary-General establishes departmental policies and guidelines, deals with specific policy and management issues and problems, and is responsible for the administrative, financial and personnel management of the Department. Furthermore, the Under-Secretary-General is responsible for the direction of committee liaison functions performed by the Department with regard to intergovernmental bodies, such as the Committee on Information, and the United Nations Communications Group.

28.24 The Under-Secretary-General evaluates and reports on the programme performance of the Department through the Evaluation and Communications Research Unit. The Unit is responsible for assessing the impact of public information programmes and activities. The Unit provides expertise in analysing media coverage and collecting data on target audience needs.

28.25 The systematic evaluation of the Department's main product and service lines has enabled the Department to clearly articulate the ways in which it promotes an enhanced understanding of the work of the Organization.

Table 28.7 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To support the work of the Secretary-General and the substantive purposes of the United Nations by strategically communicating the activities and concerns of the Organization to achieve the greatest public impact

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Programme of work is effectively managed	Timely delivery of outputs and services [percentage]	Target	100	100	100
		Estimate		100	100
		Actual			100
(b) Increased timeliness of submission of documentation	Maintain the percentage of pre-session documents submitted in accordance with the required deadline [percentage]	Target	100	100	100
		Estimate		100	100
		Actual			100
(c) A strengthened culture of communication and coordination in public information within the Secretariat and among United Nations system partners	Maintain usefulness of the United Nations Communications Group [percentage]	Target	88	88	90
		Estimate		88	88
		Actual			82

External factors

28.26 The Office of the Under-Secretary-General is expected to achieve its objectives and expected accomplishments on the assumption that intergovernmental bodies and other stakeholders continue to support the work of the Department of Public Information.

Outputs

28.27 During the biennium 2016-2017, the following outputs will be delivered: servicing of intergovernmental and expert bodies (regular budget): parliamentary documentation: inputs to various substantive reports to be submitted to the subsidiary bodies of the General Assembly on the public information activities carried out by the Department, including the network of United Nations information centres, pursuant to the mandates established by the General Assembly (2).

28.28 The distribution of resources for executive direction and management is reflected in table 28.8.

Table 28.8 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	3 232.9	3 473.4	11	12
Non-post	285.3	274.4	–	–
Total	**3 518.2**	**3 747.8**	**11**	**12**

28.29 The amount of $3,747,800, reflecting a net increase of $229,600, provides for seven Professional and five General Service (Other level) posts and related non-post resources, primarily under contractual services, travel of staff, other staff costs and other operational requirements, that would enable the Office of the Under-Secretary-General to carry out its responsibilities for the overall direction and strategic management of the Department. The component comprises the Office of the Under-Secretary-General (1 Under-Secretary-General, 1 D-1, 1 P-5, 1 P-2 and 3 General Service (Other level)) and the Evaluation and Communications Research Unit (1 P-4, 1 P-3, 1 P-2 and 2 General Service (Other level)).

28.30 The net increase of $229,600 relates to the proposed inward redeployment of a post of Associate Public Information Officer (P-2) from subprogramme 2, News services, to strengthen the Office of the Under-Secretary-General ($240,500). The incumbent would track, research and analyse information on assigned topics and issues, gather information from diverse sources and help to assess news value and other potential impact, as well as evaluate the effectiveness of information campaigns. The increase is offset in part by reduced requirements of ($10,900) under contractual services and travel of staff that take into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies that the Department plans to bring about in 2016-2017, in line with General Assembly resolution 69/264.

B. Programme of work

28.31 The distribution of resources by subprogramme is reflected in table 28.9.

Table 28.9 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
1. Strategic communications services	72 411.0	75 471.3	337	347
2. News services	66 588.5	72 781.1	218	234
3. Outreach and knowledge services	39 429.6	39 549.4	145	145
4. Special conferences	366.6	45.4	–	–
Subtotal	**178 795.7**	**187 847.2**	**700**	**726**
Other assessed	1 517.4	1 590.6	4	4
Extrabudgetary	5 301.9	5 727.9	10	10
Total	**185 615.0**	**195 165.7**	**714**	**740**

Subprogramme 1
Strategic communications services

Resource requirements (before recosting): $75,471,300

28.32 Substantive responsibility for the subprogramme is vested within the Strategic Communications Division, which consists of the Communications Campaigns Service, the Information Centres Service, the network of United Nations information centres, information components and the coordinating functions for the United Nations Communications Group.

28.33 The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1, Strategic communications services, of programme 24, Public information, of the biennial programme plan for the period 2016-2017.

Table 28.10 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To broaden understanding of and support for the work of the United Nations on the priorities given by Member States, including communications support for United Nations events and initiatives decided upon by them

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Improved quality of media coverage on the priorities decided upon by Member States	Increased percentage of articles that contain United Nations messages on priorities decided upon by Member States	Target	55	55	55
		Estimate		53	54
		Actual			53
(b) Increased reach of the online components of communications campaigns on priority themes	Increased number of members of the general public reached through online media overall and per official language	Target	25 million	–	–
		Estimate		–	–
		Actual			–
	[number of followers/fans of the subprogramme's social media accounts]				
(c) Improved understanding at the local level of work carried out by the United Nations	(i) Higher percentage of target audiences indicating improved understanding of the United Nations	Target	75	73	86
		Estimate		72	72
		Actual			88
	(ii) Increased number of visitors to the subprogramme's websites overall and per official language	Target	1.5	1.6	1.6
		Estimate		1.4	1.4
	[average monthly visitors (in millions)]	Actual			1.3
	(iii) Increased number of informational materials and United Nations publications available in local languages	Target	6 500	6 900	6 800
		Estimate		6 000	6 800
		Actual			11 015

External factors

28.34 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that civil society institutions, redisseminators and other partners are able to participate

in collaborative efforts of the United Nations, including at the local level. In addition, political and other external developments may significantly affect the level of media interest in priority thematic issues of the United Nations. The sample social media platforms currently being used could also become obsolete, which may affect the outreach efforts. Lack of or impeded access to the Internet due to security conditions or the country's infrastructure could affect the outreach efforts of the United Nations information centres and their ability to provide accurate website statistics. Unwillingness on the part of internal and external partners to share costs related to the translation and printing of these information materials may impede their production in local languages.

Outputs

28.35 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget): parliamentary documentation: inputs to reports on public information activities related to human rights submitted to the General Assembly and the Economic and Social Council (2); reports and inputs to the annual reports on activities relating to the work of the Department submitted to the Committee on the Exercise of the Inalienable Rights of the Palestinian People (2); and reports of the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples (2);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: *The United Nations and the Question of Palestine* (in six official languages) (1);

(ii) Exhibits, guided tours, lectures: lectures, briefings, seminars and video screenings on United Nations issues and themes for government officials, representatives of the media, non-governmental organizations (NGOs), educational institutions and other audiences, including exhibits at the national level (1);

(iii) Booklets, fact sheets, wallcharts, information kits:

a. Background note on peacekeeping operations and political and peacebuilding missions (1);

b. Development and dissemination of information materials designed for media outreach and for a general audience for distribution in the official languages of the United Nations and, through the network of United Nations information centres, in local languages (5);

c. Manuals, guidelines, reference tools and other materials to assist the work of staff in the network of United Nations information centres and services and United Nations field offices, including online updates of the United Nations Information Centre Manual and the United Nations Information Centres Directory (1);

d. Responses to public and media requests for information on United Nations priority thematic issues (1);

(iv) Press releases, press conferences:

a. Development of media outreach programmes, including soliciting media interviews, writing and placing opinion articles on thematic issues and developing and disseminating information materials (4);

b. Organization and promotion of press conferences, briefings, round tables and panel discussions at the international, regional and national levels as part of a

communications strategy to publicize United Nations activities, events, publications and reports, to explain the outcomes of negotiations or other United Nations activities on thematic issues and to assist organizations of the United Nations system with their public information outreach programmes (4);

c. Regular and ad hoc monitoring of local media and transmission to Headquarters of articles or summaries of articles and daily and/or weekly press reviews featuring major United Nations issues (1);

(v) Special events:

a. Development of strategic outreach activities, events and conferences to promote a specific priority issue or special observance of the United Nations and to strengthen partnerships between the United Nations and the media, civil society and other advocates at the international and national levels (5);

b. Educational programmes at the national level, such as Model United Nations conferences, or support in the development of curricula on the United Nations (1);

(vi) Technical material:

a. Development and updating of content of websites and portals in all official languages on priority issues for which the Department of Public Information plays a coordinating role (3);

b. Maintenance of an internal, field-oriented website, the Strategic Communications Network, for coordination, information-sharing and interaction within the Strategic Communications Division at Headquarters and in the field (1);

c. Maintenance of electronic lists of selected international media to enable strategic targeting via electronic and other means, including through personal contacts, to inform journalists about the work of the United Nations on priority thematic issues (1);

d. Maintenance of the United Nations Communications Group website (1);

e. Use of social media platforms in all official languages to amplify the reach of communications campaigns to members of the general public (1);

f. Maintenance of the United Nations information centres website (1);

g. Strategic analysis and assessment of global communications campaigns on priority issues through targeted media monitoring and news clippings gathered by the Strategic Communications Division (2);

(vii) Substantive servicing of inter-agency meetings:

a. Cooperation and information-sharing with the United Nations system, through United Nations country teams, with regional organizations and with NGOs (1);

b. Development of global communications strategies and information programmes on priority issues and for major conferences and summits, through consultation with substantive offices and departments, to identify the main activities/events for promotion and coverage by the Department and the relevant tools to implement the strategies, such as promotional and information products and activities as well as determining time frames for implementation and production of the related activities and materials (3);

c. Inter-agency coordination with regard to specific priority communications campaigns through, among other things, meetings and task forces of the United Nations Communications Group and within the Department, including with the network of United Nations information centres, to ensure the implementation of thematic information programmes (1);

d. Maintenance of policy and programme coordination with the United Nations Development Programme in the management of information centres, in particular where the Resident Coordinator serves as Director of the United Nations Information Centre (1);

e. Substantive servicing and documentation of the weekly meetings at Headquarters and the two-day annual session of the United Nations Communications Group (2);

(c) Technical cooperation (regular budget and other assessed):

(i) Advisory services: development of strategic communications advice and planning tools for peace operations to assist their information components in the formulation of information strategies (1); and participation in task forces related to peace operations (1);

(ii) Training courses, seminars and workshops:

a. Group training in the field or at Headquarters for United Nations information centre directors, national information officers, library assistants, administrative assistants and staff of information components of peacekeeping and peacebuilding missions (4);

b. Training programme at Headquarters for Palestinian journalists and radio and television broadcasters (2);

c. Training workshops or field trips for journalists to United Nations project sites, in cooperation with the local United Nations system partners, for local journalists in order to promote better understanding of United Nations issues, and organization of training sessions for local United Nations librarians (4).

28.36 The distribution of resources for subprogramme 1 is reflected in table 28.11.

Table 28.11 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	57 758.1	60 093.6	337	347
Non-post	14 652.9	15 377.7	–	–
Subtotal	**72 411.0**	**75 471.3**	**337**	**347**
Other assessed	1 084.9	1 158.1	2	2
Extrabudgetary	1 620.5	2 046.5	–	–
Total	**75 116.4**	**78 675.9**	**339**	**349**

28.37 Resources in the amount of $75,471,300, reflecting an increase of $3,060,300, would provide for 90 posts in the Professional and higher categories, 45 posts in the General Service category, 159 Local level posts, 53 National Professional Officer posts and related non-post resources.

28.38 The net increase of $3,060,300 is due primarily to the proposed establishment of 10 new posts (5 P-3 and 5 General Service (Other level)) in line with paragraph 22 of General Assembly resolution 69/96 B.

28.39 The subprogramme is supported by projected other assessed resources amounting to $1,158,100, including two posts in the Professional category that will be utilized to support public information activities in peacekeeping missions. The subprogramme is also supported by projected extrabudgetary resources amounting to $2,046,500.

28.40 The programme of activities under subprogramme 1, Strategic communications services, is carried out by the Strategic Communications Division and the United Nations information centres, services and information components at United Nations offices. The requirements for each of the above-mentioned components are set out in tables 28.12 to 28.17.

Table 28.12 **Resource requirements: Strategic Communications Division**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	13 643.8	15 780.6	52	62
Non-post	1 440.8	2 219.9	–	–
Subtotal	**15 084.6**	**18 000.5**	**52**	**62**
Other assessed	1 084.9	1 158.1	2	2
Total	**16 169.5**	**19 158.6**	**54**	**64**

28.41 The amount of $18,000,500, representing a net increase of $2,915,900, would provide for the partial funding of 34 posts in the Professional and higher categories, 28 posts in the General Service category and related non-post resources. The components relating to the Strategic Communications Division include: (a) Strategic Communications (1 D-2, 1 D-1, 3 P-5, 4 P-4, 11 P-3, 4 P-2 and 15 General Service (Other level)); (b) the Information Centres Service (1 D-1, 2 P-5, 3 P-4, 2 P-3, 2 P-2 and 13 General Service (Other level)); and (c) the outreach programme entitled "The Rwanda Genocide and the United Nations", mandated by the General Assembly under resolutions 60/255 and 62/96.

28.42 The net increase of $2,915,900 relates primarily to the proposed establishment of 10 new posts (5 P-3 and 5 General Service (Other level)) and increased requirements for contractual services under non-post resources, in line with paragraph 22 of General Assembly resolution 69/96 B.

28.43 To implement the social media strategy in Arabic, Chinese, French, Russian and Spanish, the establishment of 10 additional posts (5 Public Information Officer (P-3) and 5 Public Information Assistant (General Service (Other level))) is proposed to increase the language parity, quality and reach of social media content in those five official languages.

28.44 The five Public Information Officers (P-3), one for each official language (except English), would report to the Chief of the Communications Campaigns Service, who leads the social media team. Under the relevant delegated authority, the Public Information Officers would, inter alia, ensure

the production and delivery of social media and digital content and campaigns in the corresponding official language; publicize priority issues and/or major events; coordinate efforts, monitor and report on progress made and take appropriate follow-up action, and analyse the outcomes of media campaigns; monitor and analyse current events and public opinion, identify issues and trends, and advise management on appropriate action/responses; prepare, on the basis of official United Nations documentation and other sources, substantive input for reports and guidance for field staff; and act as language focal point for his or her language on social media.

28.45 The social media team would be supported by five Public Information Assistants (General Service (Other level)), one for each official language (except English). The Public Information Assistants would, inter alia, process drafts and finalize correspondence and other communications; set up and maintain files/records, organize meetings and provide specialized assistance to officers in the production and delivery of information for social media and other communications products and services; update the relevant website, including drafting and editing content in the corresponding language; assist in the design, development and maintenance of Internet applications; generate a variety of standard and non-standard statistical and other reports from various databases; carry out research and compile and present basic information for use in the preparation and production of social media and communications products/services; monitor and analyse statistics related to social media content; ensure the availability and appropriate packaging of products for distribution at special events, exhibits, conferences and media functions; and identify and prepare new material for inclusion in appropriate web pages and social media platforms by researching various information sources for relevant material, cross-checking information with author offices as required, and retrieving and downloading pertinent documentation and other information.

28.46 The increase under post resources is offset in part by the proposed freezing of recruitment against an established post ($164,700) in line with General Assembly resolution 69/264.

28.47 The proposed increase of $779,100 under non-post resources relates primarily to increased requirements for general temporary assistance and contractual services that are required for the production, external translation and availability of multilingual social media products, press releases and campaigns in Arabic, Chinese, French, Russian and Spanish. The increase is offset in part by proposed reductions under travel of staff that take into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies anticipated in 2016-2017 in line with General Assembly resolution 69/264.

28.48 The Service is supported by projected other assessed resources amounting to $1,158,100, which would provide for public information activities in peacekeeping operations.

Table 28.13 **Resource requirements: information activities on the question of Palestine**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	–	–	–	–
Non-post	648.0	641.5	–	–
Total	**648.0**	**641.5**	**–**	**–**

28.49 The amount of $641,500, reflecting a decrease of $6,500, would provide for: (a) the travel of journalists to attend the annual training programme for Palestinian media practitioners; (b) the travel of participants to the annual International Media Seminar on Peace in the Middle East;

(c) the travel of staff to support the annual training programme for Palestinian media practitioners; (d) contractual services for external printing and translation services; (e) general operating expenses relating to conference facilities; and (f) stationery and office supplies. The proposed decrease of $6,500 under travel of staff takes into account the anticipated impact of the approved standards of accommodation for air travel.

Table 28.14 **Resource requirements: United Nations Information Service at Geneva**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	7 736.8	8 076.0	25	25
Non-post	1 373.3	1 373.8	–	–
Total	**9 110.1**	**9 449.8**	**25**	**25**

28.50 The amount of $9,449,800, reflecting a net increase of $339,700, would provide for: (a) the continuation of 25 posts (1 D-1, 2 P-5, 3 P-4, 4 P-3, 3 P-2/1, 1 General Service (Principal level) and 11 General Service (Other level)) responsible for providing press and audiovisual coverage of major meetings and events, production of news (television, radio and Internet) programmes, public relations services, and coordination of public information actions with United Nations organs, specialized agencies and other entities based in Geneva; and (b) the related non-post resources.

28.51 The increase in requirements under posts is due to the biennial provision of two posts at the P-3 level that were established in 2015 to strengthen and enhance the effective functioning of the human rights treaty body system, in line with General Assembly resolution 68/268. The net increase under non-post requirements, to cover the filming and screening of interpreters in international sign language for the interactive debate on the rights of persons with disabilities pursuant to section XII of General Assembly resolution 68/247 A, would be offset in part by reduced requirements under travel of staff that take into account the anticipated impact of the approved standards of accommodation for air travel.

Table 28.15 **Resource requirements: United Nations Information Service at Vienna**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	2 560.0	2 560.0	10	10
Non-post	242.7	241.4	–	–
Total	**2 802.7**	**2 801.4**	**10**	**10**

28.52 The requirements of $2,801,400, reflecting a decrease of $1,300, would provide for the continuation of 10 posts (1 D-1, 1 P-4, 2 P-3, 1 P-2/1, 1 General Service (Principal level) and 4 General Service (Other level)) and related non-post resources to provide press coverage and public relations services to the Vienna-based programmes of the Secretariat, as well as outreach not only to the media, but also to civil society, in Austria, Hungary, Slovakia and Slovenia. The Service also coordinates public information actions with United Nations organs, specialized

agencies and other entities based in Vienna to ensure a unified message. The reduced requirements under travel of staff take into account the anticipated impact of the approved standards of accommodation for air travel.

Table 28.16 **Resource requirements: United Nations field offices, information component**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	1 313.2	1 313.2	8	8
Non-post	687.6	684.4	–	–
Total	**2 000.8**	**1 997.6**	**8**	**8**

28.53 The amount of $1,997,600, reflecting a decrease of $3,200, would provide for the continuation of eight posts (1 P-4 and 7 National Professional Officer) and related non-post resources to support eight field offices, in Armenia, Azerbaijan, Belarus, Eritrea, Georgia, Kazakhstan, Ukraine and Uzbekistan, in carrying out information activities. The reduced requirements under travel of staff take into account the anticipated impact of the approved standards of accommodation for air travel.

Table 28.17 **Resource requirements: United Nations information centres**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	32 504.3	32 363.8	242	242
Non-post	10 260.5	10 216.7	–	–
Subtotal	**42 764.8**	**42 580.5**	**242**	**242**
Extrabudgetary	1 620.5	2 046.5	–	–
Total	**44 385.3**	**44 627.0**	**242**	**242**

28.54 The amount of $42,580,500, reflecting a decrease of $184,300, would provide for the partial funding of 242 posts (7 D-1, 14 P-5, 8 P-4, 8 P-3, 159 Local level and 46 National Professional Officer) and related non-post resources. The proposed decrease is due to the freezing of recruitment against established posts ($140,500) and reduced requirements under travel of staff that take into account the anticipated impact of the approved standards of accommodation for air travel.

28.55 To provide better coverage of United Nations information centre services in the Middle East and North Africa, a P-4 post of United Nations Information Centre Director is proposed for redeployment from Sana'a to Rabat to serve as the Director of the United Nations Information Centre in Rabat, and a post of National Information Officer is proposed for redeployment from the United Nations Information Centre in Cairo to the United Nations Information Centre in Sana'a.

28.56 The subprogramme is supported by projected extrabudgetary resources amounting to $2,046,500 contributed by certain host countries, which will be utilized in support of public information activities in the information centres in those countries.

Subprogramme 2
News services

Resource requirements (before recosting): $72,781,100

28.57 Substantive responsibility for the subprogramme is vested primarily within the News and Media Division, supported by the Office of the Spokesperson for the Secretary-General. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2, News services, of programme 24, Public information, of the biennial programme plan for the period 2016-2017.

Table 28.18 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen support for the United Nations through information products and news services

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Increased utilization by media organizations and other users of news, information and related multimedia products about the United Nations that are produced in all six official languages	(i) Increased number of users of Internet-based United Nations products overall and per official language [Internet downloads of radio programmes (in millions)]	Target	5.5	3.2	1.7
		Estimate		5.4	3.1
		Actual			2.0
	[Internet downloads of television programmes]	Target	92 000	90 000	25 200
		Estimate		90 000	85 000
		Actual			116 100
	[Internet downloads of high-resolution photographs]	Target	275 000	275 000	500 000
		Estimate		250 000	210 000
		Actual			422 500
	[average monthly visitors to News Centre websites]	Target	560 000	550 000	–
		Estimate		485 500	477 855
		Actual			477 855
	[average monthly visitors to www.un.org (in millions)]	Target	2.6	2.5	–
		Estimate		2.3	2.3
		Actual			2.3
	[social media views — photos (in millions)]	Target	19	2	–
		Estimate		15	1.8
		Actual			1.8
	[social media views — video (in millions)]	Target	150	8.4	–
		Estimate		125	7.7
		Actual			7.7

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2016-2017	2014-2015	2012-2013
	(ii) Increased partnerships with radio and television broadcasters and rebroadcasters, by language (official and non-official) and by region	Target	880	800	470
		Estimate		800	780
		Actual			799
	Number of broadcast stations				
(b) Timely access by news organizations and other users to daily meeting-coverage press releases, television packages, photos and other information products in all six official languages	Maintenance of the current percentage of news products meeting deadlines to ensure their relevance to end-users in all six official languages	Target	88	–	–
		Estimate		–	–
		Actual			–
	[percentage of products meeting deadlines]				

External factors

28.58 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that national and international media organizations will participate in partnerships and co-productions and that political, economic and other factors will enable media organizations to access and redisseminate United Nations information material.

Outputs

28.59 During the biennium 2016-2017, the following outputs will be delivered:

(a) Other substantive activities (regular budget):

(i) Booklets, fact sheets, wallcharts, information kits:

a. Publication of the United Nations Daily News bulletin (print), based on coverage provided by the United Nations News Service on the web (1);

b. Publication of the annual General Assembly press kit (2);

(ii) Press releases, press conferences:

a. Arranging of press conferences for the Secretary-General, the Deputy Secretary-General, other senior United Nations officials and representatives of Member States and of the United Nations system (1);

b. Coordination of the placement of opinion pieces and other articles by the Secretary-General and senior United Nations officials on media platforms around the world (1);

c. Production and dissemination to the media, delegations and the general public of press releases, backgrounders and round-ups, as well as of the speeches and statements of the Secretary-General and the Deputy Secretary-General (1);

d. Organization of briefings (including arranging briefing programmes and background briefings by senior United Nations officials), interviews and other direct outreach, including the issuance of media alerts, for media correspondents and journalists (1);

e. Issuance of summaries and transcripts of press conferences and briefings by the Secretary-General, the Deputy Secretary-General and the President of the Security Council, as well as daily briefings by United Nations spokespersons (1);

f. Production of press reviews of major developments in the news, on a regular basis and as requested by senior United Nations officials (1);

g. Provision of accreditation and liaison services and distribution of official documents to media representatives in connection with their coverage of United Nations activities, including media liaison for the Secretary-General (1);

h. Provision of coverage and production of press releases in the six official languages summarizing open meetings of the General Assembly and the Economic and Social Council and their subsidiary bodies, the Security Council and other intergovernmental bodies held at United Nations Headquarters, as well as United Nations conferences held away from Headquarters (1);

i. Provision of information, in electronic format, to senior United Nations officials and other staff, of daily press clippings and news bulletins of international news stories and United Nations-related articles in the media (1);

(iii) Audiovisual resources:

a. Coverage by the United Nations News Service, through continuous updating on United Nations websites and publication of a daily news digest, of breaking United Nations stories and other related developments at Headquarters and around the world in six official languages (1); coverage on United Nations news websites of "Stories the World Should Hear More About" (1);

b. Development of distribution partnerships with a wide variety of media outlets — traditional and new media — to disseminate United Nations messages (1);

c. Development, maintenance and coordination of several major areas of the United Nations website in all official languages, including its top-level pages, pages on United Nations observances, pages on the political organs, web pages of the Secretary-General and the Spokesperson, and segments of the site that feature news and audiovisual content (such as the Arabic, Chinese, Russian and Spanish United Nations News Centres) (1);

d. Live and on-demand webcast coverage of United Nations meetings (such as meetings of the General Assembly, the Security Council and the Economic and Social Council), conferences, briefings and other events (1);

e. Development, maintenance and coordination of News and Media Division specialized applications such as the networked interactive content access system, provision of information technology support for the unmultimedia.org website, application design, development, maintenance and troubleshooting of all multimedia web sites and applications, and metadata management of all Department digital assets in the networked interactive content access system, the media asset management system and other specialized systems (1); maintenance, preservation and conservation of United Nations audio and visual archival materials, and provision of photo, audio and visual library services (1); operation, management and maintenance of television and radio studios and facilities (1);

f. Photo coverage of the activities of the Secretary-General and the Deputy Secretary-General at Headquarters and in the field for distribution to news organizations, Member State delegations and posting on various United Nations web pages; photo coverage of General Assembly, Security Council and Economic and Social Council plenary meetings, summits, high-level conferences, media events, special events, portraits and group photos; photo coverage of the activities at Headquarters of the President of the General Assembly (2);

g. Production and dissemination of multimedia (radio, video and social) content daily in the six official languages, plus Portuguese and Kiswahili, which includes news, features and programmes (daily and monthly) (1); production and dissemination of weekly, biweekly and monthly radio programmes in four non-official languages (Bangala, Bahasa Indonesia, Hindi and Urdu) (1);

h. Production and packaging of video materials, features and programmes related to the work of the Organization, including *United Nations in Action*, *21st Century*, *Year in Review* and ad hoc co-productions with United Nations system agencies and other organizations (8); television coverage of General Assembly, Security Council and other meetings, and other events and activities, including those featuring the Secretary-General, for distribution to news organizations (1);

i. Broadcasting via the United Nations Television Channel of both live and recorded coverage from Headquarters and of recorded narrative programmes produced by United Nations Television and Video, United Nations system agencies and funds to a worldwide audience (1);

j. UNiFEED — production of television news packages of video from United Nations Television and other providers in the United Nations system, distributed six days a week via Associated Press Television and satellite feed to television stations throughout the world; the news packages are also available for broadcast-quality downloads (1).

28.60 The distribution of resources for subprogramme 2 is reflected in table 28.19.

Table 28.19 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	55 266.7	58 381.9	218	234
Non-post	11 321.8	14 399.2	–	–
Subtotal	**66 588.5**	**72 781.1**	**218**	**234**
Other assessed	432.5	432.5	2	2
Extrabudgetary	55.8	55.8	–	–
Total	**67 076.8**	**73 269.4**	**220**	**236**

28.61 Resources in the amount of $72,781,100, reflecting a net increase of $6,192,600, would provide for the partial funding of 135 Professional and 99 General Service (Other level) posts and related non-post resources.

28.62 The net increase of $6,192,600 relates mainly to the proposed establishment of 17 new posts and related increases under non-post resources, primarily under general temporary assistance and contractual services, in line with paragraph 22 of General Assembly resolution 69/96 B.

28.63 The net increase is offset in part by the outward redeployment of one post of Associate Public Information Officer (P-2) from the Meetings Coverage Section to the Office of the Under-Secretary-General under executive direction and management ($240,500); the proposed freezing of recruitment against established posts ($271,000); and reductions under non-post resources relating to general operating expenses and travel of staff that take into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies that the Department anticipates in 2016-2017.

28.64 The subprogramme is supported by projected other assessed resources amounting to $432,500, including two posts that will be utilized to support public information activities in peacekeeping missions. The subprogramme is also supported by projected extrabudgetary resources amounting to $55,800 contributed by other United Nations agencies, funds and programmes, which will be utilized in support of jointly financed information projects.

28.65 The distribution of resources between the two main organizational units responsible for subprogramme 2, News services, is set out in tables 28.20 and 28.21.

Table 28.20 **Resource requirements: Office of the Spokesperson for the Secretary-General**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	3 295.3	3 295.3	12	12
Non-post	278.2	254.1	–	–
Total	**3 573.5**	**3 549.4**	**12**	**12**

28.66 The amount of $3,549,400, reflecting a decrease of $24,100, would provide for 12 posts (1 D-2, 1 P-5, 2 P-4, 2 P-3, 2 General Service (Principal level) and 4 General Service (Other level)) and related non-post resources, responsible for informing the Secretary-General of major breaking news stories from around the world and providing advice on media relations to the Secretary-General, the Deputy Secretary-General and other senior Secretariat officials. The reduced requirements under non-post resources for travel of staff take into account the anticipated impact of the approved standards of accommodation for air travel.

Table 28.21 **Resource requirements: News and Media Division**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	51 971.4	55 086.6	206	222
Non-post	11 043.6	14 145.1	–	–
Subtotal	**63 015.0**	**69 231.7**	**206**	**222**
Other assessed	432.5	432.5	2	2

	Resources (thousands of United States dollars)		Posts	
Category	2014-2015	2016-2017 (before recosting)	2014-2015	2016-2017
Extrabudgetary	55.8	55.8	–	–
Total	**63 503.3**	**69 720.0**	**208**	**224**

28.67 The amount of $69,231,700, reflecting a net increase of $6,216,700, would provide for the partial funding of 222 posts (1 D-2, 3 D-1, 6 P-5, 31 P-4, 58 P-3, 30 P-2/1, 4 General Service (Principal level) and 89 General Service (Other level)) and non-post resources broadly related to general temporary assistance, contractual services, other staff costs and other general operating requirements.

28.68 The net increase of $3,115,200 under post resources relates primarily to the proposed establishment of 17 new posts in line with paragraph 22 of General Assembly resolution 69/96 B ($3,626,700). The increase is offset in part by the outward redeployment of one post of Associate Public Information Officer (P-2) from the Meetings Coverage Section to the Office of the Under-Secretary-General under executive direction and management ($240,500) and the proposed freezing of recruitment against established posts ($271,000).

28.69 The functions of the 17 new posts (4 P-3, 4 P-2 and 9 General Service (Other level)) proposed for establishment include:

(a) Four posts of Press Officer (P-3) to oversee the production of press releases and summaries of the plenary meetings of the General Assembly, the Security Council and the Economic and Social Council and manage their external translation from English into Arabic, Chinese, Russian and Spanish; review and edit translated material vis-à-vis content provided in English to ensure that acceptable quality standards are maintained; conduct research for, summarize and prepare, on the basis of official United Nations documentation and other sources, drafts of backgrounders on specific topics or themes related to major meetings or conferences; maintain close liaison with the editor and proofreader in the production process with respect to a press release; occasionally cover meetings when such single coverage is decided upon by an editor; take statements from the floor by listening to a speaker and summarizing what is being said while the meeting is in progress; and provide guidance to and supervise junior staff. The four Press Officers would report to the Chief of the Meetings Coverage Section;

(b) Four posts of Editorial Assistant (General Service (Other level)) to support the four Press Officers mentioned above by proofreading the externally translated texts of press releases and summaries of the plenary meetings of the General Assembly, the Security Council and the Economic and Social Council in Arabic, Chinese, Russian and Spanish; ensure that changes are incorporated as indicated on the draft copy and alert the relevant editor if obvious errors or discrepancies are found in the text; incorporate changes as indicated by editors and ensure that the final version of the document conforms to existing styles and editorial guidelines; provide specialized assistance to press officers and editors in the production of meeting summaries and press releases in the required official United Nations language by formatting and publishing documents in Microsoft Word and online; publish and store final document on shared drives and publish it online using the designated software; ensure the proper distribution of published documents and files; and respond to information requests and enquiries. The four Editorial Assistants would report directly to the four Press Officers. The eight new posts mentioned above would allow the issuance of press releases in

Arabic, Chinese, Russian and Spanish within 24-48 hours of the release of the English version;

(c) Four posts of Associate Multimedia Producer (P-2) to create multimedia video products of varying length in Arabic, Chinese, Russian and Spanish for placement on web-based/social media platforms; write scripts for both short- and long-format video feature reports for placement on both broadcast outlets and web-based platforms; film and edit video feature reports of varying lengths for placement on both broadcast outlets and web-based platforms; re-edit and rescript existing video reports to varying lengths; contribute to story ideas for both broadcast and the web that directly relate to United Nations priorities; conduct research for United Nations productions and co-productions; oversee the post-production and editing of video products in consultation with the Chief; use social media tools to help disseminate video products; develop and post content on social media and other digital platforms and monitor/moderate forums and chats; produce video reports in the field; coordinate with other TV/video producers, on-air talent and correspondents to produce multimedia programmes; and provide language translations of videos as needed. The four Associate Multimedia producers would report to the Chief of the Television Section;

(d) Five posts of Public Information Assistant (General Service (Other level)) to assist with the live and on-demand webcast coverage of United Nations meetings and events in Arabic, Chinese, French, Russian and Spanish; edit and archive webcast and broadcast-quality video; input data into the content management system for the scheduling of live channels and maintain records in the digital audiovisual asset management systems for archived video; update webcast and audiovisual archive pages, including appropriate captions; encode video/audio into different digital formats that can be broadcast on the Internet; and match video to the audio channel in the appropriate language to provide multilingual webcast. The Five Public Information Assistants would report to the Chief of the Webcast Unit.

28.70 Post resources also reflect the proposed redeployment of one post of Associate Public Information Officer (P-2) to the Office of the Under-Secretary-General under executive direction and management, as reflected in paragraph 28.68 above, and the proposed freezing of recruitment against established posts in line with General Assembly resolution 69/264.

28.71 The net increase of $3,101,500 under non-post resources broadly relates to increased requirements for general temporary assistance and contractual services that are required for the production, external translation and availability of multilingual social media products, press releases and public information news products in Arabic, Chinese, Russian and Spanish, in addition to English and French, in line with General Assembly resolution 69/96 B. The increase is offset in part by proposed reductions under general operating expenses, furniture and equipment and travel of staff that take into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies anticipated in 2016-2017 in line with General Assembly resolution 69/264.

28.72 The Division is supported by projected other assessed resources amounting to $432,500, including two temporary posts (1 P-2 and 1 General Service (Other level)) that would support public information activities in peacekeeping missions. The Division is also supported by projected extrabudgetary resources amounting to $55,800 contributed by other United Nations agencies, funds and programmes, which will be utilized in support of jointly financed information projects.

Subprogramme 3
Outreach and knowledge services

Resource requirements (before recosting): $39,549,400

28.73 Substantive responsibility for the subprogramme is vested within the Outreach Division, which includes the following sections: Knowledge Solutions and Design; NGO Relations and Advocacy; Education Outreach (inter alia, the Holocaust remembrance and the Victims of Slavery and the Transatlantic Slave Trade remembrance); Publications and Editorial; Sales and Marketing; Visitors' Services; and the Dag Hammarskjöld Library. The Division also includes the secretariat of the Exhibits Committee and the Publications Board, as well as the liaison function with respect to the Committee on Information and the Fourth Committee. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3, Outreach and knowledge services, of programme 24, Public information, of the biennial programme plan for the period 2016-2017.

Table 28.22 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance understanding of the role, work and concerns of the United Nations and to encourage the exchange of ideas, information and knowledge in support of the goals of the Organization

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Broader reach of United Nations multilingual information through various media and services and through expanded partnerships with other entities	(i) Increased partnerships with United Nations entities as well as external organizations	Target	1 820	3 200	2 741
		Estimate		1 752	3 100
	[number of partnerships]	Actual			3 155
	(ii) Increased number of non-governmental organizations from developing countries and countries with economies in transition receiving information from the Department	Target	245	246	578
		Estimate		235	201
	[partners from developing countries and countries with economies in transition associated with the Department]	Actual			234
	(iii) Increased number of visitors to the subprogramme's websites and social media accounts overall and per official language	Target	219 000	319 468	273 333
		Estimate		199 000	293 945
	[average monthly visitors]	Actual			181 112
	[followers/fans of the subprogramme's social media accounts]	Target	304 800	–	–
		Estimate		277 000	–
		Actual			–
	(iv) Increased number of individual end-user downloads of publications and other outreach products in all six official languages	Target	3 010 000	2 600 000	1 201 000
		Estimate		2 605 000	2 450 000
		Actual			2 346 235

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(b) Increased value of library and knowledge services providing access to information that support the work of delegates and staff	(i) Increased reach and perceived value of the Dag Hammarskjöld Library services among key stakeholder groups	Target	2 650 000	–	–
		Estimate		2 570 000	–
		Actual			–
	[number of visits to online services of the Library]				
	[percentage of missions served by the Library]	Target	73	–	–
		Estimate		67	–
		Actual			–
	[percentage of selected Secretariat units served by the Library]	Target	50	–	–
		Estimate		33	–
		Actual			–
	[satisfaction of key stakeholders with services delivered]	Target	8.5/10	–	–
		Estimate		8.0/10	–
		Actual			–
	(ii) Increased internal communications through the use of iSeek and deleGATE, with a view to benefiting Member States through access to those new tools, as requested in General Assembly resolutions	Target	1 325 000	–	–
		Estimate		1 299 145	–
		Actual			–
	[average number of monthly sessions to iSeek and deleGATE]				

External factors

28.74 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) civil society institutions, redisseminators and other partners, including other organizations of the United Nations system, are able to collaborate with the Department; (b) academic interest in the principles, activities and concerns of the United Nations does not diminish; and (c) target audience access to services and programmes is not inhibited owing to infrastructure, security or other issues.

Outputs

28.75 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: two-week annual session of the Committee on Information (2);

(ii) Parliamentary documentation: reports and inputs to the annual reports on activities relating to the work of the Department submitted to the Fourth Committee (2); reports of the Committee on Information (2);

(b) Other substantive activities (regular budget):

(i) Recurrent publications:

a. *UN Chronicle* (English and French) (8);

b. *Basic Facts about the United Nations* (1) (regular budget and extrabudgetary);

c. *Yearbook of the United Nations* (1);

(ii) Non-recurrent publication: *The Holocaust and the United Nations Outreach Programme, Volume II: Discussion Papers Journal* (1);

(iii) Exhibits, guided tours, lectures:

a. Briefing programmes organized on a broad range of United Nations topics for interested groups, either in-house or outside speaking engagements or videoconferences (4);

b. Conduct guided tours for the general public and special tours by arrangement (2);

c. Develop, install and maintain tour route at Headquarters (2);

d. Response to public inquiries, mainly by electronic means but also orally and by hard copy, on issues of concern to the United Nations, including the provision of special kits for teachers (2);

e. Select, design, organize and install exhibits at Headquarters (2);

f. Seminars, conferences and round tables, organized in partnership with United Nations departments, agencies and programmes and academia (2);

(iv) Booklets, fact sheets, wallcharts, information kits:

a. Develop and/or revise curriculum materials for classrooms about the United Nations and the global issues on its agenda (1);

b. Produce new or revised fact sheets, brochures, briefing papers, posters and booklets to respond to frequently asked questions and concerns and to inform the general public of United Nations activities (3);

(v) Press releases, press conferences: press conferences and press releases to announce new ad hoc outreach partnerships and special events; exhibit openings; conferences and seminars (3);

(vi) Special events:

a. Communications workshops for NGOs and orientation programme for newly associated NGOs (2);

b. Facilitate the participation of prominent personalities and other celebrities as advocates to promote United Nations programmes and increase outreach (2); UN4U — annual outreach activity that commemorates United Nations Day with visits by United Nations speakers to outside venues (2);

c. A series of activities to commemorate the International Day of Remembrance of the Victims of Slavery and the Transatlantic Slave Trade (2);

d. Organization and implementation of the Department of Public Information/NGO Conference, including the final Conference report, booklet on the NGO workshops and DVD of the Conference (2);

e. Organization of special events and the promotion of observances of selected commemorative days and years in partnership with other United Nations

departments, agencies and programmes, Governments and NGOs (2); United Nations Day concert (2);

f. Programme of outreach on the subject of "the Holocaust and the United Nations" (2);

g. Projects initiated under the Creative Community Outreach Initiative resulting in the United Nations or a United Nations issue being featured in a film, television or theatre product (2);

h. Special student events such as the global videoconferences for United Nations observances, including related Facebook pages (2); annual Model United Nations training workshops for Model United Nations organizers, training materials and live video chats for all participants (2);

(vii) Technical material:

a. Compilation of the bibliography portion of the *United Nations Juridical Yearbook*, which is issued in both print and e-formats (1);

b. Serving as the secretariat of the United Nations System Electronic Information Acquisition Consortium, as well as coordinating the purchase and management of external online information resources (1);

c. Databases of United Nations statistics for educators and students (1);

d. Graphic design services for campaigns, conferences and publications (1);

e. Development and maintenance of iSeek, the Secretariat intranet and deleGATE (1);

f. Digitizing selected sets of retrospective United Nations parliamentary documents in English, French and Spanish and uploading them to the Official Document System and the digital repository for purposes of access to and the preservation of digital documents (1);

g. *Index to Proceedings* online, covering the activities of the General Assembly, the Security Council and the Economic and Social Council (1);

h. Maintenance and expansion of the Dag Hammarskjöld Library website, including the continued integration of social media and various applications (1);

i. Maintenance and updating of various websites, such as those for the *UN Chronicle*, NGO Relations, Visitors' Services, United Nations Messengers of Peace, the Reham al Farra programme for journalists and broadcasters from developing countries and countries with economies in transition, and several other outreach activities (5);

j. Maintenance of the Dag Hammarskjöld Library computer hardware, software and databases (1);

k. NGO Directory: maintenance and updating of the database of NGOs associated with the Department;

l. Networking with United Nations system libraries through inter-agency meetings on knowledge-sharing and information management (1);

m. Online database of public speakers on United Nations issues (1);

n. Liaison services, including provision of direct and targeted research, information advice and assistance and personal information consultation to Secretariat staff

members and representatives of Member States in support of their substantive work (1);

o. Preparation of the United Nations Bibliographic Information System (UNBISnet) Thesaurus for the retrieval of United Nations documents and publications in all formats (1);

p. Creation of metadata for library materials in all formats (1);

q. Provision of reference, research, loan and inter-library loan services, including responding to e-mail queries from users worldwide (1);

r. Selection and acquisition of information sources in print and electronic formats through both purchase and gift and exchange arrangements with institutional partners (1);

s. The *United Nations Development Business* website (1);

t. United Nations digital repository for the collection, management and preservation of United Nations publications and documents (1);

u. Management and preservation of the print collection of the Dag Hammarskjöld Library (1);

(c) Technical cooperation (regular budget):

(i) Advisory services: provision of advisory services and guidance on information issues to United Nations libraries, United Nations information centre libraries and United Nations depository libraries (2);

(ii) Training courses, seminars and workshops: provision of training programmes for delegates, staff of permanent missions, United Nations staff, government officials, depository librarians, NGOs and interns (2);

(iii) Organization of seminars and lectures organized for journalists and broadcasters from developing countries and countries with economies in transition as part of a four-week annual training programme mandated by the General Assembly (2).

28.76 The distribution of resources for subprogramme 3, Outreach and knowledge services, is reflected in table 28.23.

Table 28.23 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	34 507.1	34 342.4	145	145
Non-post	4 922.5	5 207.0	–	–
Subtotal	**39 429.6**	**39 549.4**	**145**	**145**
Extrabudgetary	3 625.6	3 625.6	10	10
Total	**43 055.2**	**43 175.0**	**155**	**155**

28.77 The amount of $39,549,400, reflecting a net increase of $119,800, would provide for the partial funding of 145 posts (1 D-2, 2 D-1, 5 P-5, 19 P-4, 24 P-3, 21 P-2/1 and 73 General Service (Other level)) and related non-post resources.

28.78 The proposed decrease of $164,700 under post resources relates to the freezing of recruitment against an established post in line with General Assembly resolution 69/264.

28.79 The proposed net increase of $284,500 under non-post resources relates primarily to requirements for contractual services owing to increased translation requirements with respect to public information products in all the official languages of the United Nations, in line with General Assembly resolution 69/96 B. The increase is offset in part by proposed reductions under travel of staff that take into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies anticipated in 2016-2017 in line with General Assembly resolution 69/264.

28.80 Projected extrabudgetary resources totalling $3,625,600, inclusive of one Professional post and nine General Service (Other level) posts, would support the production of various events and information materials, such as *United Nations Development Business*.

Special conferences

28.81 The non-recurrent provision of $45,400 would provide for external translation, printing, public information production costs and other specialized services for the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat) pursuant to General Assembly resolution 68/239.

C. Programme support

Resource requirements (before recosting): $8,155,200

28.82 The Executive Office provides the administrative, managerial and programme support necessary for the implementation of the mandated activities of the Department of Public Information. It assists the Under-Secretary-General in the preparation of the biennial programme plan and priorities, the preparation, administration and monitoring of the programme budget and the management of trust funds and other assessed contributions and extrabudgetary resources; provides relevant support services for the efficient utilization of human resources; and plans, controls and coordinates requirements related to general office administration. It also handles the Department's information technology needs, including the maintenance and upgrading of computer equipment and user applications.

28.83 The distribution of resources for programme support is reflected in table 28.24.

Table 28.24 **Resource requirements: programme support**

Category	Resources (thousands of United States dollars) 2014-2015	Resources (thousands of United States dollars) 2016-2017 (before recosting)	Posts 2014-2015	Posts 2016-2017
Regular budget				
Post	5 052.3	5 217.0	23	25
Non-post	2 713.7	2 938.2	–	–
Subtotal	**7 766.0**	**8 155.2**	**23**	**25**
Extrabudgetary	313.1	313.1	1	1
Total	**8 079.1**	**8 468.3**	**24**	**26**

28.84 The amount of $8,155,200, representing a net increase of $389,200, would provide for the partial funding of 25 posts (1 D-1, 1 P-5, 1 P-4, 3 P-3, 1 P-2/1, 1 General Service (Principal level) and 17 General Service (Other level)) and related non-post requirements.

28.85 The net increase of $164,700 under post resources relates primarily to: (a) the proposed establishment of two posts of Administrative Assistant (General Service (Other level)), in the Human Resources Management Unit and the Budget, Finance and General Services Unit ($329,400), to provide administrative support to the Department, particularly in the light of the proposed establishment of 25 new posts and the related increase in resources in the substantive areas, which is offset in part by (b) the proposed freezing of recruitment against an established post ($164,700).

28.86 The two Administrative Assistants would provide general administrative support, including the drafting of routine correspondence in response to enquiries in respect of relevant administrative, financial, audit and personnel matters; coordinate extensively with service units at Headquarters and in the field on administrative issues; and perform other related administrative duties as required (e.g., operational travel programme; monitoring of accounts and payments to vendors and individual contractors for services; physical space planning; identification of office technology needs and maintenance of equipment, software and systems; and organization and coordination of seminars and conferences).

28.87 The Administrative Assistant in the Human Resources Management Unit would also support the administration of the Unit's human resources activities, including recruitment, placement, promotion, relocation, performance appraisal, job classification review, and separation of staff members in line with the United Nations rules and procedures; respond to the enquiries of and provide information and advice to staff regarding their entitlements, administrative procedures, processes and practices, conditions of service, duties and responsibilities, training, and entitlements under the Staff Regulations and Staff Rules; oversee the maintenance of vacancy announcement files and keep track of the status of vacancy announcements; review and process personnel actions; and monitor the staffing table and prepare relevant statistical data/charts.

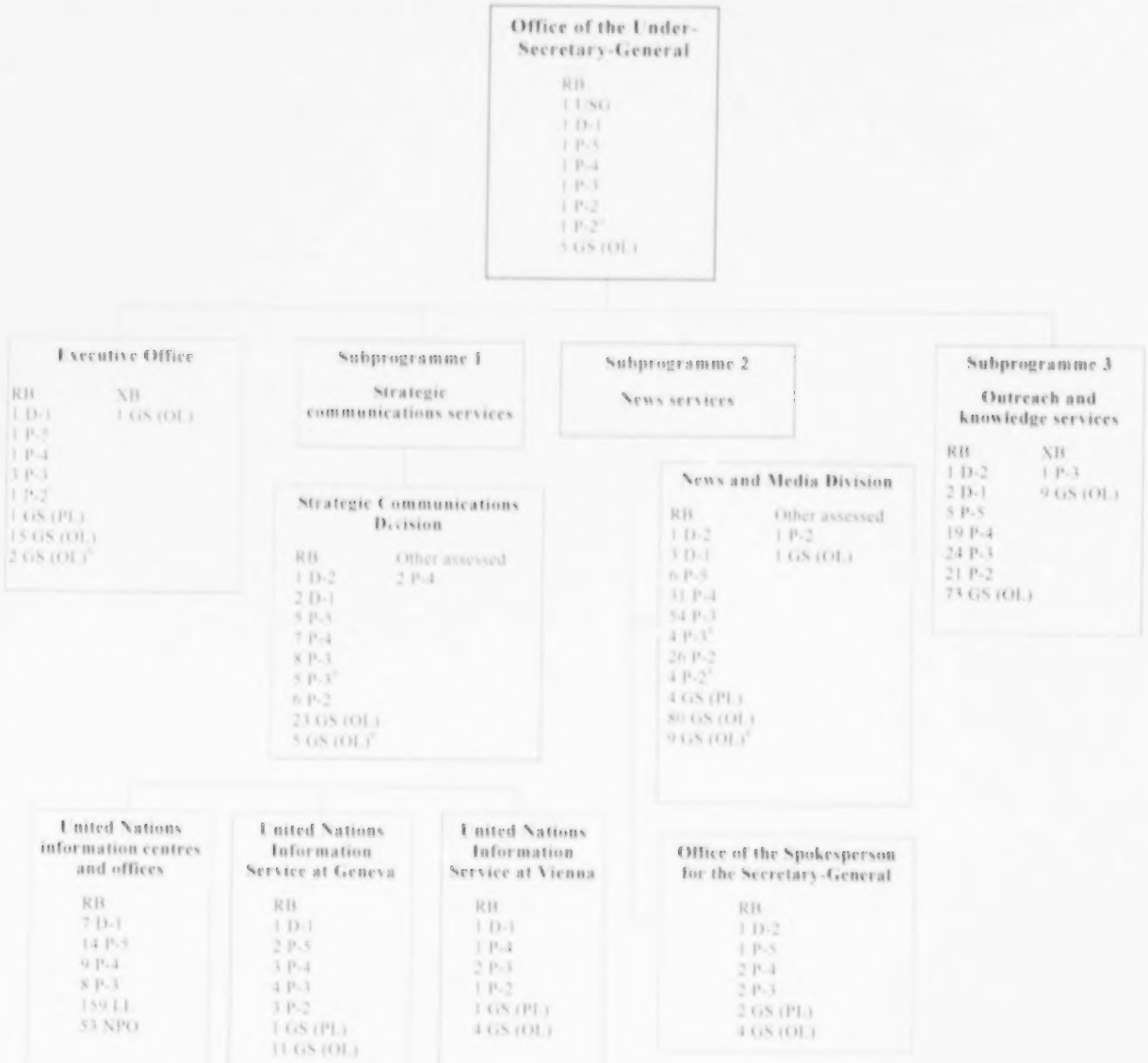
28.88 The Administrative Assistant in the Budget, Finance and General Services Unit would assist in the preparation and review of financial and human resources proposals/requirements; consolidate the budget/work programme with respect to the budget, trust funds, grants and procurement at Headquarters; monitor expenditures against the approved budget; assist managers in the elaboration of resource requirements for budget submissions, budget preparation and the finalization of budget performance reports; and coordinate with other finance and budget staff on related issues during the preparation of budget reports.

28.89 The proposed increase of $224,500 under non-post resources relates primarily to increased requirements for, inter alia, the provision for service level agreement costs, stationery and office supplies, furniture and equipment, and general operating expenses for the proposed establishment of 29 new posts.

28.90 Projected extrabudgetary resources totalling $313,100, inclusive of one General Service (Other level) post, would support the Executive Office in the administration of its functions.

Annex I

Organizational structure and post distribution for the biennium 2016-2017



[a] Redeployment from News and Media Division.
[b] New.

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/68/7)	
The Advisory Committee recalls that the General Assembly has stressed the importance of providing United Nations information, technical assistance and training materials, whenever possible, in the local languages of the beneficiary countries (see resolution 65/311, para. 9), and it recommends that the Secretary-General be encouraged to make every effort to disseminate materials and important official documents of the United Nations, whether in print or through the relevant United Nations information centre website, in the languages most widely used by their respective audiences (para. VII.24).	The global network of 63 United Nations information centres continues to communicate with local audiences in their languages. In 2014, in addition to working in five of the six official United Nations languages, information centres published information materials in 38 local languages. Furthermore, information centres produce their own newsletters in 15 local languages, on either a monthly or a quarterly basis. As many as 48 information centres have Facebook accounts, in 20 languages; 40 have Twitter accounts, in 18 languages; and 29 have YouTube accounts, in 12 languages.
The Advisory Committee reiterates its support for United Nations information centres, since it is convinced that their role in disseminating information about the work of the United Nations and in adapting that information for local audiences constitutes a vital part of efforts to generate broad-based support for the Organization and its aims (see A/66/7, para. VII.24). The Committee expects that the results of the implementation of General Assembly resolution 67/124 will be reflected in the proposed programme budget for the biennium 2016-2017 (para. VII.27).	In consultation with Member States, and building on business process reviews in line with the request made in resolution 67/124, the Department continued its harmonization efforts, working to align United Nations information centres and offices with the corresponding regional practices and standards. In addition, through the use of modern technologies, the Department is building closer and more immediate connections between field offices and with Headquarters to increase coordination and interaction in order to strengthen their knowledge base, their connectivity and their overall operational activities. The Department continues to build the support provided to smaller information centres by larger centres at the regional or subregional level. It is exploring ways in which information centres can expand partnerships with local actors and work more closely with United Nations country teams, to broader their communications base and increase the impact of their message delivery.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee commends the Department of Public Information for its efforts to ensure that its websites are fully accessible to persons with disabilities. The Committee recommends that the General Assembly encourage the Secretary-General to ensure that websites across the United Nations system are increasingly accessible to persons with disabilities (para. VII.32).	The Department is committed to ensuring that United Nations websites remain accessible to persons with disabilities, and to that end has established and published guidelines on the topic for all parties involved in developing United Nations websites. The guidelines published by the Department are accessible at http://www.un.org/webaccessibility/index.shtml. As website technologies continue to evolve, the Department will seek to revise the accessibility guidelines so that that they remain current. This will include maintaining liaison with experts in the field and actively seeking their input and advice. As the number of actors undertaking web development services in the Secretariat increases (for example, the Office of Information and Communications Technology has announced that it will be offering that service to clients), it will remain imperative to ensure that all websites produced are fully reviewed with respect to accessibility standards before being launched. In that regard, the Department will seek to ensure that procedures and protocols for the launching of websites under the UN domain name fully respect the accessibility requirements.
While the Advisory Committee welcomes the efforts of the Department of Public Information to make content available on its websites, it reiterates its position that more traditional means of communication (namely, radio and print media) remain an important part of efforts to ensure that the message of the Organization is effectively promoted, in particular in developing countries (see A/66/7, para. VII.16) (para. VII.36).	In line with the Committee's observation on the importance of traditional media, the Department continues to produce public information products through radio, video and print. For example, the Department added 35 new radio and television broadcast partners in 2014 and is actively seeking potential radio and television partners in developing regions, with a focus on French-speaking sub-Saharan Africa and Arabic-speaking North Africa and the Middle East. In addition, the Department has launched a call-to-listen platform, enabling those in countries where the numbers are established to call a local number to listen to United Nations Radio programmes. Furthermore, printed editions of United Nations books and periodicals are still very much in demand, primarily in the library market. The Department's flagship publications continue to be printed and disseminated to the general public, libraries and educational and governmental institutions.
The Advisory Committee recommends that the Secretary-General ensure that best practices for the management of network accounts are shared with other Departments for implementation where appropriate (para. VII.38).	The Department of Public Information has shared the best practices for the management of network accounts through close interaction with the Office of Information and Communications Technology.